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# Strategies to Reduce High Employee Turnover in Retail Grocery Store

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# Walden University

College of Management and Technology

This is to certify that the doctoral study by

Mustapha Olasunkanmi Sola

has been found to be complete and satisfactory in all respects,  
and that any and all revisions required by  
the review committee have been made.

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Walden University  
2019

Abstract

Strategies to Reduce High Employee Turnover in Retail Grocery Store

by

Mustapha Olasunkanmi Sola

MBA, Purdue University, 2012

BS, Ogun State, 1998

Doctoral Study Submitted in Partial Fulfillment  
of the Requirements for the Degree of  
Doctor of Business Administration

Walden University

April 2019

## Abstract

Employee turnover costs an employer 21% of the employee's salary for replacement at all levels except for executives and physicians. The purpose of this single case study was to explore strategies to reduce high employee turnover in the retail grocery store, with the use of Maslow's motivational theory as the conceptual framework. Participants were selected based on their demonstrated use of successful strategies to reduce high employee turnover. Data were collected using semistructured interview with 3 managers in a retail grocery store chain in the south-central region of the United States. Observations were conducted company's documents such as policy handbooks, newsletters, financial statements, and annual reports were analyzed. Data were analyzed using Yin's 5-phase elements of data analysis: compile, disassemble, reassemble, clarify, conclude. The themes identified in the study included environmental strategies, availabilities of employees, sources of hiring, and team building to improve work performance. Organizational leaders could improve positive social change through effective strategies to reduce high employee turnover in the retail grocery store and increase employment. Reducing employee turnover rate and increasing employment could help to change many family settings, decrease mortality rates, and increase community economy.

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## Dedication

I dedicate this study to God Almighty, the Beginning, the End, and the Finisher of our Faith. I want to thank my wife especially: Mosope Mustapha, who supported me with all she has and kept our household intact during this entire period. I also want to thank my mother: Mrs Florence Mustapha and my uncles: Professor Robert Dibie and Chattered Estate Surveyor and Valuer Abayomi Kehinde, who at all times motivated me to start the doctoral program. Final dedication goes to my children: Olatomiwa, Folatunmise, and Motunrola for their understanding during the entire program. I pray that my children carry on the torch to do more celebrated exploits in their lifetime.

## Acknowledgments

I would want to appreciate God for giving me the opportunity to start and complete a program like this, despite all the odds. My humble appreciation goes to my study chairs, Dr. Kim Critchlow and Dr. Jill Murray for their kind and personal guidance throughout the dissertation process. Dr. Jill Murray gave me insight and valuable advice that aided the completion of this doctoral journey, thank you so much. My second committee member, Dr. Annie Brown and URR member, Dr. James Savard are not left out for their timely feedback and the attention they gave me in the speedy completion of this study, helped me to make this beautiful landmark in my lifetime. The last acknowledgment goes to the Director of the Doctor of Business Administration program, Dr. Susan Davis for her commitment, teaching, and leadership to the school of Management Technology.

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## Section 1: Foundation of the Study

In this research, I will explore strategies used to reduce high employee turnover in retail grocery stores. Employee turnover predisposes organizations to struggle with the ability to satisfy customers and increase productivity (Grzenda & Buczynski, 2015). High employee turnover is a reoccurring incidence in organizations, which affects performance and productivity, and it depletes organizational resources (Zulu, Chetty, & Karodia, 2017). In retail grocery stores, human resource management and managers are encouraged to derive ways to stimulate employee behaviors to increase employee satisfaction.

### **Background of the Problem**

Employee turnover may result in an uncontrolled and excessive cost for organizations. However, human resource management is encouraged to implore ways to stimulate desirable employee behaviors and attitudes (DeGieter & Hofmans, 2015). Organization and individual characteristics such as job stress, burnout, and psychological instability might result in employee turnover intention (Jungin, 2015). In the United States, 77% of employees at managerial levels have changed their jobs in multinational corporations (Ma & Trigo, 2012). The statistical result published by the Department of the Bureau of Labor Statistic in 2015 indicated that there were 4.9 million employees separated from their jobs in the United States in 2014, with a 2.0% quit rate and 1.1% layoffs. According to the research conducted by Chi, Huguen, Lin, and Lisic (2013) on the survival analysis rating on employee turnover in retail organization, the result

indicated that employees leave their jobs based on the influence of age, the length of previous employment, and seeking opportunities for career advancement.

### **Problem Statement**

High employee turnover affects organizational productivity (Sharma & Nambudiri, 2015). Employee turnover costs range from 90% to 200% of the departing employee's salary (Schlechter, Syce, & Bussin, 2016). The general business problem that I addressed in this study is that some retail grocery stores are being negatively affected by employee turnover, which results in decreased organizations productivity and performance for the business. The specific business problem that I addressed in this is that some store managers of retail grocery store lack strategy to retain employees.

### **Purpose Statement**

My purpose in this single qualitative case proposed study was to explore the strategies some retail grocery store managers used to retain employees. The target population of the survey was three managers in three grocery stores from the same chain who successfully implemented retention strategies in the south-central region of the United States. The implication for positive social change includes awareness of policies that provides help to retain employees. The potential for social change also includes implementing the retention strategies that provides increase employment in the community and business for locally-owned shops.

### **Nature of the Study**

For this study, I used the qualitative single case study. My objective for conducting the research study was to explore strategies that grocery store managers use to

retain employees in grocery stores within the same chain in the south-central region of the United States. Researchers use qualitative research methods to assess and gather information on a focused group (Danni, Granizo, & Gardo, 2016). My purpose in this quantitative research methodology is to examine, make predictions, and evaluate relationships among variables, making the quantitative research method inappropriate for this study. Mixed method research is the combination of qualitative and quantitative methodologies (Turner, Cardinal, & Burton, 2017). Given this explanation, neither the mixed nor the quantitative research methods were appropriate for my study, because I did not intend to make predictions and gather information at the same time.

I considered the single case study, for my study. The single case study research design is the one that I elected to use. Researchers use this design to capture the complex objective of the research study by concentrating on contemporary events without controlling the behavioral events (Yin, 2014). The ethnographic design was not appropriate for the study because the intention was not to study a group's culture. My purpose in this phenomenological research design is to explore the meaning of human experience, which was not the intention of this research study. Narrative research is made to open to endless interpretation, based on stories of participants (Andrews, Squire, & Tamboukou, 2013). The narrative was not appropriate for my research study. I planned to explore the strategies managers in a single grocery chain used to retain employees.

### **Research Question**

The research question for the study is: What strategies do grocery store managers use to retain employees?

### **Interview Questions**

- 1 . What was your experience with employee turnover in your store?
- 2 . What strategies did you use to decrease employee turnover?
- 3 . What barriers did you encounter when implementing your strategies to the grocery store?
- 4 . How did you address the barriers to implementing your strategies to the grocery store?
- 5 . How did you assess the effectiveness of the strategies to reduce employee turnover rates?
- 6 . What other information about reducing employee turnover rates would you like to share at this time?

### **Conceptual Framework**

I used the motivational theory developed by Maslow in 1943 as the conceptual framework for this study. Maslow (1943) developed the hierarchy of needs modeled for humanity that embraces motivational behavior. Maslow named the key constructs for human motivation as (a) physiological needs, (b) safety needs, (c) love, (d) esteem, and (e) self-actualization, to help employees in the workplace achieve their desired potential to meet each level. Maslow's theory was a potential lens for my understanding the findings from this qualitative single case study for exploring employee retention strategies within participating grocery stores of the same chain in the south-central region of the United States.



### **Operational Definitions**

*Employee turnover:* Employee turnover is the behavior of employees leaving an organization unexpectedly (Buzeti, Klun, & Stare, 2016).

*Employee turnover rate:* Employee turnover rate is the number of employees left in an organization compared to the number at the beginning and the number of them at the end in percentage (N Ugoani, 2016).

*Organizational productivity:* Organizational productivity is the ability of the organization to improve employee performance, bottom line, and become famous (Kim & Hyun, 2017).

*Turnover intention:* The turnover intention is the tendency of employees to leave an organization based on their assertion (Xie, Xin, & Bai, 2016).

### **Assumptions, Limitations, and Delimitations**

#### **Assumptions**

Assumptions are statements of facts that researchers may assume as true without verifying (Wargo, 2015). One of the assumptions that I made in this study included that retail grocery managers might have a positive response to the interview questions.

Another assumption entails believing the interview questions would aid in uncovering various strategies used by the participating managers to reduce the problem of employee turnover intentions in their stores. Assumptions carry risk and should be treated as such.

A mitigation discussion would be appropriate.

**Limitations**

A limitation is a factor that adds sudden weakness of the research study (Brutus, Aguinis, & Wassmer, 2013). One flaw is the participants being able to remember to state the shortcomings they encountered when implementing those strategies used in solving the employee turnover in their stores. The ability of the participants to recognize those problems encountered will help with the appropriate recommendation for stores administering the same strategies. The research might also exhibit limitations as a result of using only three managers of different stores in the same retail chain in the south-central region of the United States.

**Delimitations**

Delimitations are characteristics that limit the scope and boundaries of the research study (Ody-Braiser & Vermeulen, 2014). In this study, I covered only three retail grocery stores in the same chain in the south-central region of the United States. Another delimitation was that I interviewed managers who have successfully used strategies to retain employees in the three retail grocery stores of my study. Also, I talked to three store managers of the retail grocery store in the same chain in the south-central region of the United States.

**Significance of the Study**

The study's findings could be of value to businesses interested in exploring strategies managers used to retain employees in grocery stores of the same chain in the south-central region of the United States. The ability of managers to understand strategies to retain employees within their organization could help to reduce the direct and indirect

cost associated with employee turnover. The results of the study could contribute to the improvement of business practices by identifying and exploring the strategies that grocery store managers used to strengthen employee motivation, job commitment, job satisfaction, competitive pay, employee retention, and their quality of work life. The results of the study would help contribute to positive social change by increasing awareness of strategies retail managers used to retain employees in that community, which might enhance the work ethics of employees. The result of the study might be useful for increasing employment, which can positively affect the community's tax revenues for serving citizens.

### **A Review of the Professional and Academic Literature**

The review of professional and academic literature contains four parts: the literature review opening narrative, the application of the applied business problem, relevancy of the literature, and literature review organization. This literature review consists of information evaluated and reported on by other scholars, as it relates to my study. I explored strategies that some managers used to reduce high employee turnover in retail grocery stores in the south-central region of the United States. I reviewed a minimum of 60 different peer-reviewed sources within 5 years of my graduation date. I explored the experience of managers on the issues that cause employee turnover and the various strategies used to search the literature review to provide a foundation for my research study.

The literature review covers the Maslow's hierarchy of needs as the lens of the conceptual framework. My intention of using the qualitative case study was to analyze

the causes of employee turnover in retail organizations, the problem that results from employee turnover, and the effects in the course of my research study. The relevancy of the literature review was to analyze and synthesize the literature about potential themes and phenomena. I organized the literature review well organized to provide a comprehensive critical analysis and synthesis of the research. The literature review ended with the summary of the research and the findings of the research study. The literature review, began with an opening narrative, search strategy, and the application of the applied business problem.

My literature search strategy for this study consisted of a Walden University Library, Google Scholar databases, peer-reviewed journal, articles, books, dissertation, to mention a few. The research databases that I used were EBSCOhost, Business Source Complete, PsycINFO, and ABI/Inform Complete. The terms that I searched for in the course of writing my literature review was (a) *employee turnover*, (b) *employee retention*, (c) *employee turnover rate*, (d) *turnover intention*, (e) *employee job satisfaction*, (f) *employee engagement*, (g) *employee exhaustion*, (h) *employee commitment*, (i) *voluntary and involuntary withdrawal of employee turnover rate*.

During my search, I encountered constraints in the areas of articles published between 2013 to 2018. I later redirected my search terms to cover other sectors to have an elaborate view of employee turnover articles and journals for my study. Also, I reviewed literature from other areas such as the hospital, sales industries, public and private businesses, and retail to compare and contrast views of the depth of employee turnover across the board. In the course of my searches, I was able to understand the problem of

employee turnover and strategies to reduce employee turnover in the retail grocery organization. The material that I searched for consisted of 152 peer-reviewed sources. A total of 139 (91%) were journals and articles published within the past 5 years (2013-2017), and 13 (9%) of which were more than five years old with a seminar source of Maslow published in 1943.

### **Application for the Applied Business Problem**

My purpose in this single qualitative case study was to explore the strategies that some retail managers used to retain employees in the south-central region of the United States. In organizations, the cost of reducing employee turnover is expensive as well as organizations losing valuable employees (Kim & Hyun, 2017). Managers and supervisors believe employee turnover is a hindrance to achieving higher levels of productivity and efficiency of employee and customer satisfaction (Lu, Allan Cheng, Gursoy, & Neale, 2016). The overall turnover of employees can impede the competitiveness of retail grocery stores, causing poor customer services, lowered quality of products and displays on the shelves, and the decrease in the safety of employees and customers (Van Dierendonck, Lankester, Zmyslona, & Rothweiler, 2016). Employee turnover results in some of the major problems that hinder performances such as, high employee replacement costs, demanding training requirements, loss of learning, and experience effects. Employee turnover could also lead to a reduction in the morale of the active employees and the overall downturn in financial performances (Katsikea, Theodosiou, & Morgan, 2015).

The ability to reduce employee turnover intention in the retail organization in the south-central region of the United States will enhance employee attitude to their job, improve organizational commitment, increase productivity, and positively affect family and social relationships (Deery & Jago, 2015). The implication for positive social change may include identification of strategies that might help to retain employees.

Implementing the retention strategies used by managers in the retail grocery stores may help to increase employment in the community and business for locally-owned shops.

### **Maslow's Motivational Theory**

The conceptual framework in my research study was Maslow's motivational theory. The motivational approach was human-centered and relatively important because it relates closely to the ability of humans to achieve their goals (Maslow, 1943). The basic needs of a human are physiological needs, safety needs, love, esteem, and self-actualization. Humans may use the basic needs as a motivational tool to achieve and maintain necessary satisfaction on which the intellectual desires to attain set goals rest. Applying the Maslows (1943) hierarchy of needs to the ability of organizations to retain employees, confirmed that fulfilling the lower order of needs takes precedence over a higher order of needs (Singh & Holmstrom, 2015). Herzberg motivational theory proclaimed the indirect effect of client satisfaction as an influence on employee satisfaction (Rahman, Akhter, & Khan, 2017). A satisfied employee tends to stay with the organization, which manages to reduce turnover intention .

Grzenda and Buczynski (2015) concluded that when organizational leaders have prior knowledge about an employees character and work ethic, might give a competitive

edge in the labor market, as well as mitigate employee turnover intention. I explored the Maslows motivational theory of needs to aid employee retention strategies as human needs usually rest in the prior satisfaction of prepotent needs. In the review, I included a discussion of motivational theory and Maslow vital constructs that will help employees achieve their workplace potentials to the fullest. The constructs are physiological needs, safety needs, love, esteem, and self-actualization.

The motivational theory of need by Maslow indicates that motivation was not a fixed trait, but affects behavior rather than performance (Wiley, 1997). The motivation by organizational leaders are the key to employee performance and commitment (Teryima, Alabar, Faajir, Emakwu, & Vivien, 2016). The ability of organizational leaders to motivate employees, enhance their responsibilities and performances, which in the long run may increase organizational profit. Maslows hierarchy of needs was the foundation of the motivational theory that stipulates those needs that are important to the well-being of humanity (Wu, Rafiq, & Chin, 2017). Maslow noted that basic needs come first before higher needs, such as self-actualization need that enhances the performance of employees on the job. A motivational theory of need by Maslow (1943) noted ways to motivate people with existing requirements such as, offering competitive pay, workplace safety, and environment, as well as set goals that are achievable, and treating employees with respect .

Chiniara and Bentein (2016) found that satisfying basic psychological needs are necessary for employees to be able to perform at work and be fulfilled without thinking of leaving the organization. McLeod (2014) found that the motivational theory of

Maslow towards self-actualization will not work when a lower level of needs is in place or when there is fluctuation. The reward of employee performance and satisfaction on the job will be of esteem, love, and social needs (Gagne & Deci, 2005). When esteem, love, and social needs are in top gear, employees can be motivated and concentrate more on the job to build careers, thus reducing turnover intentions.

Alderfer's ERG theory of the existence of survival, relatedness, and growth modified Maslow's hierarchy of need to three significant needs. Alderfer's theory noted that an employee must live to survive, must relate to dealing with the external facts of esteem, and grows by focusing on the desire to achieve and develop a potential, which serves as a fulfillment (Pierce & Gardner, 2004). Organizational leaders must understand that employees have set goals, the need to meet those set goals, and the need to be with an organization to fulfill their heart desires. Through understanding, employees have set goals, and the need for managers to put in place effective strategies, which may reduce employee turnover intention (Lin, & Liu, 2017).

Employees' motivation is essential for organizational leaders to meet employees' self-esteem, respect, and recognition to help employees improve their work ethics, interest, and individual health on the job (Crumpton, 2016). When organizational leaders do this, it may help to boost employees' morale, increase efficiency, reduce employees' grumble, and stabilize their intention to stay on the job. Employee motivation predicts performance and commitment as it is the force that energizes, directs, and sustains employees on the job (Crumpton, 2016). Wong and Wong (2017) noted that in China double digits turnover rate and turnover intention had been experienced in organizations



after implementing strategies that improve employee performance. The employee turnover rate and turnover intention are due to lack of perceived organizational support, affective commitment, distributive justice, trust in the organization, and job security. Wong and Wong (2017) stressed the importance of perceived organizational support as the main factor that can improve an employee's intention to stay within an organization.

### **Other Contrasting Theory**

Herzberg's motivation-hygiene theory was known to distinguish the effect of workplace and coworkers on employee motivation. Herzberg's theory of needs described that if the employee job satisfaction was on the lower side, it does not mean the employee is on the lower side of dissatisfaction (Rahman, Akhter, & Khan, 2017). Herzberg's theory further stated that, employees need to grow psychologically, and that when the organization offers competitive pay, it does not guarantee job satisfaction. Comparing Maslow's and Herzberg's theories shows that Maslow described satisfaction vertically, Herzberg described achievement horizontally, but there was one common problem, which was the need to motivate employees on the job. Herzberg's theory refers to income, environment, and the work itself as the hygiene factor, which stimulates employees to stay on the task.

Sachau (2007) stated that Herzberg's motivational theory was a controversial theory of employee satisfaction. Herzberg noted that employees' interest in their jobs was motivated by managers through direct provision of feedback, creating opportunities to learn about the job, direct communication, and accountability for employee performance and offering incentives for performance. When management understands the importance

of the aforementioned points it helps employee relate well with managers, gain trust and be committed to their jobs, which reduces the employee's intention to leave the organization (Sachau, 2007).

In contrast, Kuranchie-Mensah and Amponsah-Tawiah (2016) examined the influence of employee work motivation and work performance on mining workers and found that employee motivation curbs industrial unrest and employee turnover intentions. Wang, Dong, Si, and Dou (2017) recommended that an employee's motivation is the key to any successful organization because it builds employee's morale, increases productivity, and makes organizations stay competitive in the market. Organizational Leaders should note that employee's job satisfaction, management attitudes, and management behavior, not pay employees to stay at their jobs, which decreases their turnover intention.

Wang, Dong, Si, and Dou (2017) established a correlation between employees motivation, training, and development, and another relationship between employee commitment and employee satisfaction, which shows that the motivation of employees is a result of training. This makes employees perceive the organizational management as caring and as recognizing performing employees. Kubica and Szarucki (2016) explored employee motivation in a family firm in Poland, with 70 % of the country's operating market entities. The result showed that employee motivation was vital through education, training, and career development. Organizational Leaders offering competitive remuneration and feedbacks helped to reduce the employee's intention from quitting their job.

Motivation is the recurrent patterns of desire and particular behavioral tendencies in which are embedded in social interaction, learning, emotion, cognition, and physiological processes (Baumeister, 2016). Passion gives subjective feelings through which motivation emerges, and perception serves excitement (Li, Qiao, & Zhang, 2016). Survival and reproduction are the two requirements of motivation (Huitt, 2011). Some dominance motivation reflects in ambition, achievement striving, and the quest ways to make things happen (Baumeister, 2016). When employees are motivated, it helps them to prepare their mind towards achieving their goals and that of the organization, thus reducing the turnover intention (Lalatendu, Pradhan, & Nrusingh, 2018).

Nuhn and Wald (2016) noted that there are motivational forces behind turnover intentions. Organizational leaders can develop employees' satisfaction through competitive pay, promotional opportunities, and yearly appraisals. Career commitment of employee results from organizational commitment, which serves as a motivating factor that bridges the gap between task complexity and the employee turnover intentions. When employees see there are prospects for the job they do and the organization they work for, it makes the employee see their role as empowering, which reduces the employee's turnover intention. Madden, Mathias, and Madden (2015) perceived organizational support as the most efficient, encouraging factor that improves the employee's perception and behavior towards their job, work ethics, performance, and their intention to stay with the organization. The ability of organizational leaders to be committed and renders their support to employees serve as motivating factors for

employees, which enhances employee participation in the organization, thus reducing the employees turnover intention (Kantanen, Julkunen, Hiltunen, & Nickell, 2017).

Rahman, Akhter, and Khan (2017) noted that employee motivation comes in various forms. For employees to get the satisfaction from their jobs, organizational leaders must motivate them through flexible work schedules, training and professional growth opportunities. Other things to become satisfied with the job are opportunities to use their talents and be creative, the opportunity to take up their work responsibility, and a healthy working environment that supports employee security (Barry, Olekalns, & Ree, 2018). Using up-to-date technology that enhances faster work achievement, flexible benefits, and exciting work that offers varieties and challenges to the employees are great motivators (Wu, Rafiq, & Chin, 2017). The motivation of employees with adequate support serves as a way to reduce employee turnover intentions (Kantanen, Julkunen, Hiltunen, & Nickell, 2017).

In the process of motivating employees for excellence, management training is essential to operate an open door policy with employees. Empowering manager increases the spirit at workplaces, remove barriers to growth, encourage employees' commitment, and enables problem-solving skills (Maryam & Hasanzadeh, 2015). Organizational leaders must be empowered to encourage risk-taking behaviors, creativity, innovation, and accountability of employees work, which aids in increasing employee performance and productivity of the organization (Rozkwitalska & Basinska 2015). Management serves to bolster employee morale and the organization productivity, which help to retain employees, foster trust, and reduces employee turnover intentions. De Clercq and

Belausteguigoita (2017) in a similar study noted that managers need to develop their transformational leadership skill as empowerment to motivate employees, as well as deliver valuable knowledge that will make employees' trust, be happy with what they do, and build a career.

The motivation of employees can come in various forms such as acknowledging a job well done, sharing of task and managers being part of the work, career advancement opportunities, and involving employees in organizational decision-making processes, especially those that pertain to the employee's assigned job duties (Vlasekova & Mura, 2017). Managers are the closest to employees and they must understand and cultivate rapport with employees to facilitate their interest and build trust for the organization (Ju, Qin, Xu, & Drenzo, 2017). Organizational leaders must develop their leadership skills that will motivate and improve their assigned work team. The ability of organizational leaders to develop leadership skills will increase employee performance, organization's productivity, and reduce employee's intention to quit the organization.

Maslow postulated that human needs motivate employees to perform on the job. One such is the physiological need, which was at the lowest level (McLeod, 2014). Physiological needs such as food, water, and sex need to be accomplished for employees to be motivated on the job, perform, and stay with the organization. Hayashi Jr. (2016) noted that physiological need is the strongest of all the requirements as it was homeostasis and appetite. Physiological need deals with attention and consciousness of employees and their ability to perform on the job, which makes employees love what they are doing and placing their mind at rest, which reduces employee's intention to quit

their job. Islam, Khan, and Bukhari (2016) pointed out that the psychological need is a basic need that helps the mental health of an individual and once employees are satisfied with it, it precedes the functioning and the coordination of other requirements and employees thought processes.

Jamal, Naji, and Leclerc (2017) equated the motivation of employees on the job to one of Maslow's hierarchy of needs---physiological needs ---and found that fulfilling the needs makes employees satisfied, which increases their job performance and productivity. Physiological needs combined with other requirements such as psychological and environmental circumstances help employees to arrive at the threshold of satisfaction with their jobs (Rastogi, Rangnekar, & Rastogi, 2018). Attaining that satisfactory level of needs by employees will promulgate them to become involved in the work-role and ambiguity of the organization. Meeting of lower needs in the long-run brings the employee to feel they have a career to build and reduces their cue to look for another job or quit the organization.

Cornell, Magro, and Warne (2017) stated that the workplace must be free of injury and to achieve this organization must pay attention to the environment, the personality, and behavior. Maslow described safety need as important to employees. In any organizational setting, a safe working environment, competitive pay, job security, employee assistance plans, health insurance, pension plans, and other fringe benefits are necessary to aid employee's career advancement (Wu, Rafiq, & Chin, 2017). Offering these benefits make employees see that their future with the organization would be longer.

Safety and security needs of employees on the job prevail over other needs in situations and work environments where there are many uncertainties (Smith & Mari-Amanda, 2016). From a needs perspective, employees that believe there is safety in their daily activities and security of their job, as well as their future careers will not think of hovering round posts, which reduces their turnover intention (Saratun, 2016). Crawford (2016) pointed out that once physiological and safety needs are in place by employees, individuals can develop other needs which correlate with the way employees perform on the job and likely to stay on the task.

Carmichael, Fenton, Pinilla-Roncancio, Sing, and Sadhra (2016) examined the importance of workplace health and wellbeing in construction and retail sector and found that employee well-being and health in the place of work drive employee performance and organization's productivity. Carmichael et al. (2016) found that, in retail, work characteristics influence psychological work adjustment factors of employees and help employees to focus on the job once they see it is safe to build a career and have no intention to look for another job. Lee et al. (2015) noted that for organizations to maintain employee's safety culture, the workplace environment must be safe, ensure employee job satisfaction, stress recognition, and excellent working conditions.

Saratun (2016) noted that the safety of employees in an organization was solely on a relatively rare occurrence of an injury. Retail grocery managers handle organizational security as a way to motivate, self-account for the protection of employees by going beyond their call of duty to ensure employees are safe (McLeod, 2007). Leaders set the expectation and customize methods to achieve the outcome for employees. The

employees feel the organization cares about their welfare and this serves as a motivation for them to see the organization as workplace free of injury. When necessary safety precaution is in place, it will reduce the effect of employee turnover and the intention of employees to quit the organization as safety comes first (Jamal, Naji, & Leclerc, 2017).

One of Maslow's hierarchy of need is love need, which is a social need that is necessary for the work environment, creating team spirit and feelings of belonging that organizations offer to employees (Upadhyaya, 2014). Love needs is a retention strategy as employees love to have enough time to reunite with their families, get a feeling of being welcome on the job, which gives the assurance that they are wanted and their contribution to the organization valued (McLeod, 2007). Maslow (1943) described love as so little in most families resulting in a displeasure emotional state for employees (Bouzenita & Boulanouar, 2016). The show of love may lead to an employee feeling satisfied resulting in a great attitude towards their job, meeting organizational needs, and decrease in employee's intention to quit their jobs (Jamal, Naji, & Leclerc, 2017). Md and Nurullah (2014) related love needs to correspond to affection and affiliation needs. Employees relate with one another, and this fosters good relationship amongst employee bringing about social needs that are necessary to gain fulfillment at work enhancing employee satisfaction and retention.

Kumar and Jauhari (2016) noted that when an organization is willing to invest in its employees and makes provides the resources, employee need to do the work, employees believe the organization shows interest in their successful completion of the task. It shows the organization value employees contribution, which signals that the



employee has a future with the organization. When employees can complete their mission and goals in an organization, it gives the employee self-esteem needed on the job and manifest into loving what they do and their love for the organization. Employees tend to stay in an organization where they feel they are wanted as this brings job satisfaction and enhance the employees' willingness to remain on the job, reducing employee's intention to scout for another job.

Esteem needs, enhance employee confidence, achievement, and respect for workers (Kim, & Hyun, 2017). Esteem need was the concept of the feeling of worth (Saratun, 2016). Esteem needs help employee's commitment to their jobs, making them satisfied with the situation, and reducing employee's intention to quit the organization. Lin and Liu (2017) described that esteem needs are critical to employees as it enhances the feeling of being satisfied with the job. Employee self-esteem needs, strengthen job motivation as it improves efficiency and effectiveness of work (Mumtaz, Salleh, & Mohamed Noor, 2016). Employee recognition, rewards, appreciation, prestige, and autonomy, are essential in the motivation of employees, which brings about job satisfaction and reducing employee's intention to quit their jobs.

Rathi and Lee (2015) stated that perceived external prestige was important for organizations to retain talented employees in the workforce. The perceived external prestige of employees influences employee identification with the organization and the employee's ability to be emotionally attached to the organization. Also, the personal characteristics of the employee, the organizational characteristics, and the employees work experience enhance the employee's self-esteem. Employees working for a

prestigious organization will have the sense of pride to boost their self-esteem. When employees have the self-esteem for their organization, it increases the employee's emotional attachment to the organization, and reduction in the employee's intention to quit the organization.

The organizational managers must be encouraged to display behaviors that will elevate employees' self-esteem needs (Norman, Gardner, & Pierce, 2015). Organization-based self-esteem serves as a positive influence to fulfill employee's self-esteem needs and the organization worthiness to make employees see themselves as subordinates, which in effect enhances employees' behavior, job performance, and job satisfaction (Ferreira, Martinez, Jose, & Rodrigues, 2017). Employees with high self-esteem have a better feeling of themselves than employees with lower self-esteem (Norman, Gardner, & Pierce, 2015). Self-esteem needs is a cognitive orientation that the employee has towards self, as the employee self-values. The self-esteem makes the employee's belief in themselves, which transpires in how the employee does their work, and the willingness to stay on the job (Ghosh, 2016).

Self-actualization was at the top of all the hierarchy of needs formulated by Maslow's (Ferreira, Martinez, Jose, & Rodrigues, 2017). Maslow's self-actualization makes employees accept their personality, realize their potential, and believe in the work they do. Onyebu and Omotayo (2017) thought self-actualization was a catalyst that employees build on, which motivate employees to relate to their jobs and encourage them to stay on it thus, reducing their intention to quit. Self-actualization is a cultural phenomenon that helps an individual in personality development needed by employees to

formulate a meaningful philosophy of life, such as, finding work that is interesting and building a stance on it, which translates to job satisfaction and employee staying on the job (Yeo, Carter, & Chezulhaimee, 2018). Jae Min and Hanna (2015) pointed out that self-actualization relates employees' effort to reach their full potential in life and realization of their capabilities, which suggested how they act on the job at achieving a lifetime goal, translating to not hopping around employment and reducing turnover intention.

Lalatendu, Pradhan, and Nrusingh (2018) noted that self-actualization is the willingness to have an inner focus that helps in achieving personal potential. The orientation of self-actualization was on social justice, generativity, transformative thinking, and acting. These are elements that Maslow's message connoted for employees to achieve peak experience in life and their careers. Organizational leaders must seek ways to allow people to materialize themselves to be creative in whatever they do, which brings innovation to the organization. The employee learns to share a pattern of behavior that is genuine, authentic, and aid in bringing future ideas to present.

Travaglianti, Babic, and Hansez (2016) noted that employees would perceive their job of high quality when their needs for safety, income, security, and training and development are one of the priorities of the organization. Also, employees can develop themselves and their interest in the job when the innate psychological needs for autonomy, competence, and relatedness are in fulfillment. Travaglianti, Babic, and Hansez (2016) further highlighted the ten indicators of good jobs that employees look for as (a) job content, (b) work-home balance, (c) working time, (d) working space. (e)

wages, (f) training, (g) employability, (h) contract stability, (i) social protection, and (j) workplace security are amongst other things that makes employee stay on the job and reduce their intention to quit.

Employee turnover is a significant problem in organizations with antecedents like job stress, burnout, and emotional exhaustion, which will be discussed below. Employee turnover intention and employee turnover are the characteristics that lead to job stress, burnout, and emotional fatigue, which can result in psychological instability (Kim, 2015). Pierce and Snyder (2015) linked employee turnover to unethical behavior such as fraud, mental forces, and decreased job satisfaction from customer's conflict to employee moral disengagement.

Malik, Wan, Ahmad, Naseem, and Rehman (2015) examined the role of leader-member exchange (LMX) in the employee's job motivation, satisfaction, empowerment, stress, and turnover in a cross-country analysis to get a better understanding of factors that help leaders to motivate employees to reduce job stress and employee turnover intention. Malik et al., (2015) found that employee compensation, rewards, organization's commitment to enhancing trust, higher job satisfaction (lowers stress), and social supports (supervisor, colleagues, family, and friends) play a role to reduce occupational stress and turnover intention of employees. Naik and Srinivasan (2016) noted that job stress is one of the determinants of employees' workplace performance. The researchers observed the fact that job role stress determines employee loyalty to the organization and their intention to either stay or quit the organization. The success of organizational leaders at reducing employee turnover depends on the role of management to mitigate

any unwanted job stress by involving employees in the decision-making of plans and goals of the work at hand.

Asiedu, Kumedzro, Aminu, and Nathaniel (2017) examined the relationship between job stress and employee turnover and confirmed that job stress predicts employee's turnover intention. Two-thirds of employees are more exposed to job stress, as indicated by the American Psychological Association (Saratun, 2016). Employee's exposure to emotional labor may result in job stress, lower self-esteem, and employee turnover intention, which in turn affects job satisfaction and self-esteem (Yang, Ju, & Lee, 2016). Chen, Sparrow, and Cooper (2016) in a similar study on employee job satisfaction and person-organization fit examined the effect of job stress on employee turnover. The researchers found out that organizational management and supervisors must be willing to promote person-organization fit to reduce the burden on employees, which in turn helps to lower employee turnover intention. Organizational leaders need to enlighten managers and supervisors to have plans that will motivate employees to enjoy job satisfaction as a way to lower stress that their job may inflict on them, and reduce the employee turnover intention.

Ferreira, Martinez, Jose, and Rodrigues (2017) researched occupational stress in an organization and found out that occupational stress is related to health and safety of employees. The health and safety issues of employee's that resulted from occupational stress may lead to medical retirement and turnover intention. Employee work-family related problems contribute to motivational needs of employers, promoting them to quit their jobs and look for another one that helps them to balance a work-family relationship

and reduce turnover intention (Rastogi, Rangnekar, & Rastogi, 2018). Work with family conflict and family to work in battle often cause employee turnover intention over time. Employee commitment to the organization was related to job satisfaction and various forms of behavioral components. Employee's attitude to leave the organization sets in when frustrated due to occupational stress and lack of organizations' commitment to increasing challenges of employee turnover and decreasing morale (Saratun, 2016).

The employee job demands-resources (JD-R) model noted that employees feel burnt out when micromanaged by supervisors (Auh, Menguc, Spyropoulou, & Wang, 2016). Employee burnout is an antecedent of job satisfaction and turnover intention (Amponsah-Tawiah, Annor, & Arthur, 2016). Employee job burnout is a result of negative wearing out of employees due to prolonged exposure to stress (Chong & Monroe, 2015). In relating to Maslow's motivational hierarchy of needs such as safety, the more employees get burnout on the job, the more their intention to leave the job. Yu, Wang, Zhai, Dai, and Yang (2015) stated that job burnout results in physical and mental fatigue for employees, resulting in a safety problem issue. The result of physical and psychological exhaustion makes an employee less motivated for the job, leading to their intention to quit the organization. Employee poor integration on the job, underemployment, and stressful job and exhaustive work environment can be a precedent to employee burnout, leading to turnover intention (Packirisamy, Meenakshy, & Jagannathan, 2017). Organizational Leaders need to deal with the fear that employees may have as a result of replacement of talents and downsizing to encourage employees, reduce burnout, and turnover intention.

Kim, Ra, Pack, and Kwon (2017), noted that burnout plays a mediating role in the level of employee job satisfaction and job performance. In today's employment world, employees feel insecure when stressed, exhausted, and burnout, which leads to employees turnover intention. Kim (2015) noted that employees turnover intention in organizations was related to exhaustion. The organizational influence on the physical and psychological factors of employees can result in job stress. The corporate motivation is necessary for employees to feel emotionally stable, and reduction in excessive job demand. Providing employees with various opportunities to develop themselves on the job and pleasant working conditions, will help the employees to feel a sense of stability on the job and reduce the employee's intention to leave the organization (Rastogi, Rangnekar, & Rastogi, 2018).

The research conducted by Bellows and Chatzinikou (2015), employee training and development was found to be a predictor of employee burnout. Change initiative was concluded to be a norm in the organization due to an acquisition of new skills and knowledge, which results in exhaustion of employees. The findings were that adopting further training and development to effect organizational improvement can lead to employee turnover intention ones they are burnout. In most cases, not all employees can withstand regulatory rigor combined with their daily lives, which leads to employee turnover intention. In another research conducted by Auh et al. (2016), on service employee burnout and engagement, it was found that stress and job satisfaction plays a role in employee turnover intention. The findings noted that employees feel less

disengage from the organization due to the supervisor, but burnout on power distance orientation, which makes them quit the organization.

Employee ability to commit to a job can be affected by emotional exhaustion, which might impact turnover intention (Cho, Rutherford, Friend, Hamwi, & Park, 2017). Employees leave their jobs voluntarily to find a more satisfying job based on job characteristics, supervisors, and coworkers attitudes (Lu, Allan Cheng, Gursay, & Neale, 2016). Managers in the retail grocery stores with reduced employee turnover are to be encouraged to share with other managers the strategies that work best in reducing employee turnover intentions in their organizations.

In a sample survey of 126 retail employees, employees' emotions are influences of job satisfaction, organizational commitment, and turnover intention with the exploration of structural equation modeling and the theoretically developed model, that emotional exhaustion predisposes employee to quit their job (Cho et al., 2017). Emotional exhaustion results from employees being worn-out physically and psychologically strained as a result of overextended work experience (Lu, Sun, & Du, 2016). Job satisfaction of employees and organizational commitment creates a positive impact on employee morale and boosting employee's emotion to stay on the job. Job satisfaction can predict an employee's intention to quit their jobs whenever they feel exhausted by the situation, utilizing specific job demands, and job resources such as job duties and responsibilities reduces employee turnover intention (Ju, Qin, Xu, & Dorenzo, 2016). Unhappy employees tend to quit their jobs once exhausted, which in turn affects



productivity due to loss of critical knowledge affecting the company's image (Lloyd et al., 2015).

Jyoti, Rani, and Gandotra (2015) in a study on the impact of bundled high-performance human resource practices and emotional exhaustion on the intention of employees to leave the educational sector. The relaxation techniques and career awareness programs help employees to establish trust and commitment towards the organization. Teachers that are stressed and burnout were not able to increase their performance and energize the students to work on their low-level academic achievements (DeClercq & Belausteguigoitia, 2017). The same low level of performance and productivity noticed in retail due to emotional exhaustion of employees. Organizational Leaders need to introduce various approaches that can help employees reduce fatigue on the job, which lower employee's intention to leave the organization.

Karatepe (2015) noted that when employees perceive organizational support, it enhances them to be enthusiastic, active, alert and not exhausted. Perceived corporate support gives intrinsic motivation that employees will use in problem-solving, capable of motivating, and needed as a means to control events on the job they do or personal life choices. When employees are involved in the job they do, it brings mastery, reduces exhaustion, and reduction in their intention to quit their jobs, as well as supervisors listening to an employee's complaint can minimize employee emotional exhaustion (Lu, Allan Cheng, Gursay, & Neale, 2016).

In the research conducted by Lloyd, Boer, Keller, and Voelpel (2015), when supervisors listen to their employees, it enhances organizational leadership behavior and

reduces turnover intention of employees. Effectively looking to employees foster positive interpersonal work experience, trusting relationship between employees and supervisors, and these influences employees attitudes and behavior towards the job (Idowu & Ndidiamaka, 2018). In the long-run, employee build interest, career, and long-lasting perception of their supervisors who are the link to organizational Leaders, who foster the relationship between employees, and supervisors, help to reduce the turnover intention of employees.

### **Retention Strategies**

Developing employee retention strategies is crucial for organizations (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). Recruiting new employee costs about half or more of the former employees (Radda, Majidadi, & Akanno, 2015). Agarwal and Islam (2015) noted that retention of employees is essential to reduce the loss of knowledge of employees quitting or resigning an organization. Employee retention was important in organizations for growth, stability, to generate revenue, and to help employees fulfill their personal growth and career development (Huselid, 2017). Employee retention strategies start with the recruitment of the right employee known as post-hiring strategies. Some other retention strategies are employee engagement, proper compensation, providing training and development, decision-making process, and employee's interest (Reina, Rogers, Peterson, Byron, & Hom, 2017).

Employee work engagement enhances positive outcome in areas such as higher level of performance and lower levels of turnover intentions (Caesens, Stinglhamber, & Marmier, 2016). The work engagement creates the state of mind that was fulfilling for

employees. The employee's state of mind shows the employee's vigor, dedication, and being entirely concentrated on their work. When employees meet their goals and values within an organization, they have limited or no intention to quit their jobs. According to Kantanen, Julkunen, Hiltunen, and Nickell (2017), employee satisfaction on the job shows when the organization ensures they are psychologically stable through strength to strength movement of the organizational operation. Employee turnover intention will reduce when an organization is committed, work to attract and retain the best talent (Thakre, 2015). Provision of rewarding programs, incentives, the ability for career growth, and the offering of competitive pay will increase employees' commitment and reduces turnover intention (Zeffane & Melhem, 2017).

Employee engagement by the organization facilitates employees' trust, employee involvement, and employee performance outcomes (Saratun, 2016). Employee engagement help organizational leaders to increase their productivity, breed employees' safety, motivates leadership, and help reduce employee turnover intention. On the other hand, performance management helps to promote organizational and employees individual goals, values, and competencies, which in the long-run increases employee engagement (Mumtaz, Salleh, & Mohamed Noor, 2016). Employee engagement and performance management help employees to improve organizational sustainability, productivity, and intensify the employees' interest to stay with the organization.

Renard and Snelgar (2016) examined the importance of employee engagement and retention in a nonprofit organization to get a better understanding of the impact of employee engagement and retention on employee turnover intention. Mumtaz, Salleh,

and Mohamed Noor (2016) found that engaging employees make them have a fulfilling and work-related state of mind that play a role in determining whether they will stay or leave an organization. The research on employee development and retention in a multinational organization, the researchers found out that employees have their free minds to decide whether to stay or quit an organization based on their engagement in the affairs of the organization (Ho & Astakhova, 2017).

Jamal, Naji, and Leclerc (2017) emphasized the importance of organizational commitment as an antecedent to reducing turnover intentions of employees. When organizations are committed to employees, there is the higher participation of employees and higher production recorded. There will be a reduction in levels of absenteeism, tardiness, and voluntary turnover, but a higher level of operating efficiency. The organizational reward of employee enhances workplace trust and the employee work engagement to increase. The effect of compensation on the employee was a sense of enthusiasm, pride, and inspiration demonstrated at higher levels of productivity to the organization and reduction in employee turnover intention (Victor & Hoole, 2017). Memon, Salleh, and Baharom (2016) stated that employee work engagement lowers voluntary turnover, increases greater profitability and shareholder return, as well as enhancing customer satisfaction in a competitive market. Bandura and Lyons (2017) recommended that organizational leaders must use a skill-building tool to improve employee engagement and found that employee engagement will increase loyalty, enhance employee involvement in corporate practices, as well as increase employee retention as employees tend to commit themselves to the organization.

Mumtaz, Salleh, and Mohamed Noor (2016) noted that employee engagement is the cognitive, emotional, and behavioral state directed at achieving organizational outcomes. Employee engagement enables feedback to employees on their work, which gives the employee a sense of accountability and results in increased productivity to the organization. Employee engagement empowers the employee to understand the expectations at work, have a general feeling about work, know how to use the available resources, respect for managers and coworkers, and use their skills to drive the organization forward (Zhou, Lou, & Tang, 2017). When employees realize that the organizational leaders engage them, it gives a sense of belonging, which makes them build a career and stays without having intention to quit the organization.

Unal and Turgut (2015) examined the contribution of the organization to employee engagement and found that employees show they were into their jobs through vigor, dedication, and absorption. Organizational participation is through employees' commitment, loyalty and ownership of the organization, and through organizational productivity, which increases the organizational success (Anthony-McMann, Ellinger, Astakhova, & Halbesleben, 2016). There is the lower level of turnover intention when employees are inspirational, putting in feelings of energy and strength, and no feelings of leaving the organization (Bailey, Madden, Alfes, & Fletcher, 2015). The highest degree of intrinsic motivation to employees was organizational commitment and employee engagement. (Rasskazova, Ivonova, & Sheldon, 2016). Other things that encourage employees' dedication and reduces turnover intention are working achievement, work engagement, less stress to reduce burnout, and employee job satisfaction. Soni and Soni

(2016) noted that effective leadership enhances employees potentials, organizational performance, and the nation building (Ruck, Welch, & Menara, 2017). Employee turnover has been a massive problem in the retail industry and other service organizations.

Many costs associated with employee turnover are separation costs, recruitment costs, referral costs and agency fees, selection costs, and medical checkups (Kim & Hyun, 2017). There are many ways to retain employees to reduce some of these unexpected costs. N Ugoani (2016) noted that career development helps to increase employee productivity, through effective supervision, matching of employee reward and satisfaction, and sufficient developmental opportunities. A reasonable level of employee development, internal communication, and steady rate of productivity growth rate are factors that help to reduce employee turnover rate and intention.

Kang and Sung (2017) examined the relationship between employee-organization relationship, internal communication, and employee engagement, which increases job satisfaction and reduces employee turnover intention. The researchers noted that employee communication enhances employee engagement, bringing strategic values to the organization, resulting in the reduction in employee turnover intention. Management needs to adopt strategies that will strengthen their direct and indirect communication with employees to build trust, invite employee participation, increase employee performance as well as help to reduce employee turnover intention (Schneider, Yost, Kropp, Kind, & Lam, 2017).

Employee posthires may be costly and challenging, which necessitates admonishing pre-hire strategy of employee referrals to generate job applicants (Gooderham, Fenton-O'Creavy, Croucher, & Brookes, 2015). The selection of new employees is one of the essential steps for organizations, as it requires looking for interpersonal skills and potentials. When organizational leaders utilize employee referral, voluntary employee turnover intention will reduce. The means of transportation of employees are also crucial for employers to reduce employee turnover intention. Commuting to work with a reliable/dependable means of transportation was necessary to predict turnover intention. Korff, Balbo, Mills, Heyse, and Wittek (2015) stated that information about prospective employees, their general employment prospects, and their previous experience could be useful to ascertain whether they are likely to stay on the job or not. Exploring a measure this way can reduce employee turnover intention.

The hiring costs of employee and administrative expenses amount to the substantial part of retail grocery organization's expenses (Kim & Hyun, 2017). The commitment of organizations plays the most dynamic role in minimizing and controlling some of these unforeseen hiring costs. The socialization of new hires to acquire the necessary knowledge and behaviors needed to perform on the job is vital to increasing employees' commitment and reducing turnover intentions. Posthire requires attention for employees to develop a good grasp of their new role, engage, and adapt to the work requirements and the environment. The need for organizational Leaders to do the post-hire must be of keen interest to avert future problems like employee turnover and skyrocketing costs.

Liu, Keeling, and Papamichail (2015) noted that using an external job recruiter is essential to obtain anticipating employee recruitment information in their previous job history to make hiring decisions. Organizational Leaders need to utilize different recruitment information sources to attract a higher number of job seekers to reduce the attitude of employees switching jobs in the retail industry, as a result of lack of commitment, and lower turnover intention. Rathi and Lee (2015) in a similar study noted that using nonconventional human resource strategies such as a social group enhances employees' commitment and reduces employee turnover intention. The effect of organization improving employees self-image and self-esteem aids their plan to stay with the organization, which reduces turnover intention. Treuren and Halvorsen (2016) found that having posthire information about employees previous experiences can contribute to the organization's productivity, which will serve as a measure to know how the employee can perform and stay with the organization.

Ng (2016) found out that there are five elements necessary to attract and retain employees in the workplace. The five parts are meaningful work, excellent management, growth opportunities, an inclusive/flexible fun working environment, and leadership. These elements serve to contribute to the loyalty of employees creating an irresistible organization and reducing employee turnover intention. Employer's should be particular about employees need and build loyalty. When employers and managers adhere to these, employees will be so interested more in their job and make a formidable career, which in the long run reduces turnover intentions. The organizational identification of employees (OID) during the hiring process predicts the organizational outcomes, as well employees



test for job satisfaction, performance, and the probability of employee's turnover rate and intention (Kumar & Jauhari, 2016). The ability for employees to grow in an organization as well as their relatedness were essential to inspire performance and increase the organization's productivity. Scrutiny of employees during posthire is one of the keys to reducing the employee turnover intentions.

Werner and Lim (2016) noted that it was the right and the duty of employees to earn a competitive living wage, which enables employees to sustain themselves in the areas of accommodation, transportation, clothing, and personal care as well as a competitive living wage enhance the employee's capability. When the organizational Leaders determine and develop the right compensation package for the workforce, it helps to boost employee performance (Singh & Sharma, 2015). Nyberg, Maltarich, Abdusalam, Essman, and Cragun (2018) stated that the competitive pay system was a possible measure of motivating employees. When an organization offers competitive pay, it makes the employee interested in the growth of the organization, gives the employee a sense of job security, and reduces the employee's intention to quit the organization (Gooderham, Fenton-O'Creevy, Croucher, & Brookes, 2015). When employees are paid well based on the work they do, offered productivity and incentives, and rewards for a job well done, it gives them the sense of belonging and the ability to improve their performance (Nyberg, Maltarich, Abdulsalam, Essman, & Cragun, 2018).

When organizational leaders offer employees competitive pay and incentives, it encourages, attract, and help them to perform at higher efficiency (Oni-Ojo, Salau, Dirisu, & Waribo, 2015). Most organizations offer competitive pay as the most

significant motivating factor to make employees have a sense of commitment and retention. Other fringe benefits such as paid holiday, sick hours, and accommodation loans enhance employee motivation and retention hence, reduction in employee turnover intention. According to Victor and Hoole (2017), the offering of organizational rewards to employees enhances their ability to trust the organization as well as motivate employees engaged in activities that involve the organization, Leading to employee retainment. When organizational Leaders offer employees competitive pay, it helps the employee to invest in their human capital development through schooling or formal training; this enhances their skills and performance (Sitman & Weinhardt, 2015). Employees can see that their future is secure, thereby tend to stay on the job, which reduces turnover intention. Okwudili and Edeh (2017) noted that compensation affected employee turnover intention. On a research conducted in Nigeria Civil Service, offering employees the right compensation enhanced their performance.

Acquisition of knowledge by employees is believed to be a differentiator to the organization they work for and sets employee above other competitors in the market (Kim & Hyun, 2017). In the study conducted by City and Guilds Happiness Index, 32% of the respondents believed that employees training and development would not only make them satisfy on their jobs, but will increase the employees' perception of the organization (Wu, Rafiq, & Chin, 2017). Organizational leaders need to provide ongoing training and development to employees to aid the growth of the organization and achieve a competitive advantage over other competing firms (Kim & Hyun, 2017). Due to the increase in technological growth, increasing employee skill is pertinent for organizations

to grow efficiently and be more innovative, which aid strategic business objectives. When an organization is committed to its employees, there is an increase in productivity, which in turn strengthens the ability of the business to attract and retain a workforce (Jamal, Naji, & Leclerc, 2017).

Davis (2015) noted that a lack of career development strategy was one of the causes of employee turnover, which was due to employee dissatisfaction. Career development of employee helps to retain them, as employees of today not only change their jobs but their careers based on discontent (Ismail, 2016). When organizations offer employees workshop, conferences, and seminars, it promotes employees' interests in the team as this shows organizational commitment and career development. Employees career development communicates organizations intention and approaches to building employees trust and future, which reduces employees turnover intention.

Jain and Moreno (2015) noted that organizational Learning empowers employee on performance and knowledge management practices. Organizational Leaders need to build employee morale to face on the job challenges, adopt good management skills, and then develop a productive workforce. The effect is the promotion of employees' interest to build a career within the organization, and reduction in their intention to leave the organization (Jain & Moreno, 2015). Scholars have linked organizational employees training to aid in employee performance, good management skills, and a reduction in the employee's intention to quit the organization (Kodwani, 2017).

Gatling, Kang, and Kim (2016) noted that authentic leadership and the organization's commitment to the employee enhances employee morale, increases

customer service delivery, and increases employee retention, as well as their performance. Robertson (2016) stated the six essentials of workplace well-being as a measure to reduce the employee turnover intention in organizations. The six essentials are resources and communication, control and autonomy, and a balanced workload between employees and their work-life. Job security and change, work relationships, and job conditions are part of the essentials that can prevent stress on employees and improve the efficiency of employees in the organization.

Employees' training and professional development impacts employee wages and productivity (Bercu, 2017). Enhancing employees' training and development stimulates workplace innovations, performances, and competitive advantages over other firms in the industry. Kubica and Szarucki (2016) in a similar study noted the importance of educating and training the employee. Another influence on employee career development is that it enriches employees work content and gain employees trust to perform more challenging obligations. Training employees help to reduce workplace repetition of the same skills, enhances career development, and reduction in employee turnover intentions.

Douglas-Lenders, Holland, and Allen (2017) emphasized the use of simulation-based training to improve employee developmental skills. The simulation-based training serves to encourage employees to face on the job challenges, have realistic views of organizational processes, and promote employees' problem-solving abilities, as well as increase organizational performance. Doing this, in the long run, helps the employee to see their interest in building a career within the organization, which reduces their intention to quit the organization. Organizational training and development of employee

impact creativity and innovation for the employees as it encourages, motivate, communicate, and identify ideas that can monument the organization to enhance performance and increase productivity (Johnson, Nguyen, Groth, & Whites, 2018).

Creativity and innovation bring a new idea, enhance organization effectiveness, motivates the employee to have confidence in the organization, and help employee to learn new things, which reduces repetition, facilitates employees' interest to stay on the job, and reduces their turnover intention (Sitzmann & Weinhardt, 2015).

Minjina (2015) noted that involving employees in the decision-making processes and developmental policies create a sense of commitment, build employees support, and reduces employee turnover intention. Providing ongoing feedback and encouragement to employees, and involving them in the decision-making process helps to reduce the attrition rate and retain talented employees (Rathi & Lee, 2015). Doing these will make employees develop a high degree of emotional attachment towards the organization, which reduces the employee's intention to quit the organization. Employees with an upper emotional attachment will have a higher commitment, with no interest in looking for job opportunities outside the organization they work for in years.

Hakimian, Farid, Ismail, and Nair (2016) noted the importance of organizational commitment to encouraging employees' innovative behavior, the realization of new ideas, and the implementation of those ideas. Organizational commitment provides the employee with the positive working environment for generating sustainable performances, job satisfaction, and the ability to stay with the organization thereby reducing turnover intention. Aladwan, Bhanugopan, and D'Netto (2015) noted that

human resource management practices enhance employees' organizational commitment. Efficient human capital management enables employee job satisfaction, organizational performance and productivity, and employee retention.

Involving employees in the decision-making processes of the organization develops motivation, employees' passion for their work, commitment and loyalty, and above all a sense of belonging and autonomy in what they do (Saratun, 2016). An organization that offers continuous feedback and information to employees gain employees commitment, spreading vision, minimizing uncertainty, and overcoming barriers to employee turnover intentions (Nadim, 2015). When organizational leaders involve the employee in organizational decision-making processes, it brings about the continuance of change and employees' commitments to the values, goals, and mission of the organization. Doing this, in the long run, empowers the employee to have the passion and desires to grow in that organization, which reduces their intention to quit that job lowering turnover intention.

Employee turnover costs about 25% of a full-time employee, annual compensation (Buzeti, Klun, & Stare, 2016). With the statistics, involving the employee in the organization's decision-making processes not only increase the team's competitiveness in the retail market, but increases the chance to improve the organization mode of operation. Employee involvement in the decision-making processes, enhance the implementation of new programs that aid an increase in performance and productivity, and overall employee career advancements, which will result in a reduction of employee turnover rate and turnover intention (Ruck, Welch, & Menara, 2017).

The ability of management staff to manage, design jobs that fit the employees' interest, and offers variety will erase complexity of employee's emotion and lower turnover intentions (Cho et al., 2017). Job-related stress on employees, when not properly managed can create emotional exhaustion, which in turn leads to the turnover intention of employees. The nature of the job, supervision level, work environment, and incentives offered to employees have an impact on turnover intention of employees, and it must be put into consideration by organizational leaders to retain employees (Buzeti, Klun, & Stare, 2016).

Mekraz and Raghava (2016) noted that retail organizations are faced with the problems of high employee turnover, delivering quality customer service, shrinkage reduction, and increasing organizational productivity. The only way to solve the problems is facilitating employees' interest through practical leadership skills. Enhancing leadership skills and their effectiveness will aid corporate strategies that will increase employees' performances, provide employees with support, mentor, and coaching will help to facilitate employees' interest and reduce their turnover intention.

Lindblom, Kajalo, and Mitronen (2016) noted that leadership skills, play a role in organizations, employee job satisfaction, self-efficacy, organizational identification of employees, turnover rate, and turnover intention. Employees labor cost increases with employee turnover, so improving managers, leadership skills in managing employees' attitudes and behavior will improve employees' commitment, and job satisfaction. The ability of organizational leaders to have the charisma to formulate plans, inspire employees and build employees' trust will increase the employee performance and

increase the organization's productivity (Lindblom, Kajalo, & Mitronen, 2016).

Leadership skills to manage employees efficiently, provide challenging goals that are achievable with a minimum or little supervision and constructive criticism will lower employees turnover intention.

Implementing effective human resource management in organizations aids employee motivation and job satisfaction (Jovanovic & Bozilovic, 2017). Human resource management is the most creative and the driving force of the organization. The human resource management engages the employee in work training habits, responsibilities, and the organization's work quality expectations (Jovanovic & Bozilovic, 2017). The on the job training and spirit of motivation offered by human resources management to incoming employees help to achieve quality results and performance development for the organization (Sitzmann & Weinhardt, 2015). Cerasoli, Nicklin, and Nassrelrgawi (2016) noted that salient indirect incentives, motivate employees, enhance performance, and brings about job satisfaction, which reduces their intention to leave the organization.

Karani and Shafiei (2016) examined the need to empower employees in the organization and found out that empowerment means authority with the responsibility to solve the task in a workplace. Empowering employees is the solution to many organizational problems, as it brings to employees the skill, knowledge, and the ability to perform (Ho & Astakhova, 2017). Empowerment gives the employee the feeling of wellness about themselves, their jobs, the most significant source of ideas that will benefit the organization, and help employees to erase the need to look for another job, as



well as reducing the turnover rate and intention (Johnson, Nguyen, Groth, & Whites, 2018).

Ahmad, Rizvi, and Bokhari (2017) examined the impact of employees' voice on employee effectiveness and found that employee commitment, employee engagement, and employee motivation depends on their sound. Employees were dissatisfied with the organization, either they raised their voice and when unheard quit the organization. Employees voice helps to remove barriers amongst employers and employees when heard (Ruck, Welch, Menara, 2017). When organizations ignore employees voice, it results in dissatisfaction with employees, employees feel disconnected and tends to leave the organization. When organizational leaders listen to employees voice of concern, it enhances their interest in the organization.

Alexander, Havercome, and Mujtaba (2015) noted the need to manage employee effectively in a diverse workplace to reduce employee turnover intentions. Organizational leaders accepting employee from different backgrounds make employee be valuable and emphasize appreciation. Organizational leaders need to learn and understand diversity in organizations to respond appropriately to the needs, beliefs, and values that employees from diverse background bring to the organization (Zhou, Lou, & Tang, 2017). Organizational leaders understanding diversity and adhering strictly to the rules of the game not only helps the performance of employees, but also help to reduce employee turnover intention.

Busari, Mughal, Khan, Rasool, and Kiyani (2017) examined the relationship between promotion and employee turnover and found that employee's career growth

bring about job satisfaction. The career advancement of the employee on the job gives them the cognitive ability that motivates and facilitates their interest in the organization, as well as organizational leaders performing regular employee appraisals for promotion (Zhou, Lou, & Tang, 2017). The promotion of employees will be as a result of the employee's job performance (from evaluation) and organizational productivity. When employees get their promotions without bias, it enhances their interest, leading to little or no intention to quit the organization (Nyberg, Maltarich, Abdusalam, Essman, & Cragun, 2018).

When organizational leaders are particular about employees' interest in the job, it facilitates job satisfaction, increased productivity, and employee's well-being (Anaza, Nowlin, & Wu, 2016), which shows in the employee's work performance, dedication to work, and their interest to stay on the job. Employees job interest and workplace values are factors that can motivate, attract, and make employee stay within the organization (Martin & Ottemann, 2015). Workplace values create employee motivation, which influences employees' retention attitudes, and organizational commitment. Massingham and Tam (2015) noted that human capital, value creation, and employee reward helps to create corporate value. The motivation of employee kicks in when the employees feel happy, focusing on the strategic execution of their work, and having the feeling that the organization values their contribution, which make employees stay on the job by showing dedication and lower or no intention to quit the organization (Kantanen, Julkunen, Hiltunen, & Nickell, 2017).

In this literature review, I covered strategies from past and present peer-reviewed journal that Leaders used to improve high employee turnover, organizational leaders may employ some of the same approaches to help reduce employee turnover in the retail industry. One key point in reducing employee turnover rates and turnover intention is employee satisfaction. Employee satisfaction enhances employees' dedication, growth, and employee's intention to stay and build a career within the organization. In the literature review, I covered the motivational theory of need which was the conceptual framework of which the key constructs are a) physiological needs, (b) safety needs, (c) love needs, (d) esteem needs, and (e) self-actualization needs. I discussed the causes of employee turnover, and they are (a) job stress, (b) burnout, and (c) emotional exhaustion. The literature review further provided various retention strategies such as (a) employee engagement, (b) post-hire strategy, (c) competitive pay, (d) provision of training and development, (e) involving employees in the decision-making process, and (f) facilitating employee's interest.

### **Transition**

My purpose in this single qualitative case study was to describe the strategies for reducing high employee turnover in some retail grocery organizations in the south-central region of the United States. In Section 1 of this study, I discussed the problem statement, purpose statement, the nature of the study, interview questions, and the conceptual framework. Section 1 comprises operational definitions, assumptions, limitations, and delimitations for the study. The final part of Section 1 is the significance of the research and a review of the professional and academic literature. The literature review aids to

present an analysis of recent investigations that are relevant to employee turnover, the theories used as a lens, and the critical constructs used to understand the study. Some of the causes of employee turnover and retention strategies are analyzed to aid more understanding of the research study. In Section 2, I explained the reason for using a single qualitative case study to explore strategies that some grocery store managers use to retain employees in the south-central region of the United States.

Section 2 consists of the review of (a) purpose statement (b) the role of the researcher (c) the participants (d) the research method (e) the research design and (f) population and sampling. Section 2 continues with (a) the ethics of the research (b) data collection instruments (c) data collection technique and (d) data organization techniques will be discussed. Section 3 consists of the presentation of the research findings, the possible application of professional practice, implications for social change, recommendation for further studies, reflections of the research experience, and concluding statements to drive home the importance of the research studies.

## Section 2: The Project

The research project was a single qualitative case study to explore strategies to reduce high employee turnover in retail grocery stores in the south-central region of the United States. In this section, I restated my purpose in this study, my role as a researcher, participants involvement in the research study, the research method and design, population and sampling to justify participants, ethics of the research, and data collection instruments of the research study. This section also includes the reliability and validity of the research project.

### **Purpose Statement**

My purpose in this qualitative single case study was to explore the strategies that some grocery store managers use to retain employees. Employee turnover has been a significant problem in many industries causing various challenges and creating skyrocketing costs such as intangible and hidden cost, which in the long-run will affect productivity (Pang, Kucukusta, & Chan, 2015). The targeted population of the study was managers in three grocery stores from the same chain who successfully implemented retention strategies in the south-central region of the United. The implication for positive social change includes identification of policies that might help to retain employees. Implementing the retention strategies may increase employment in the community and business for locally-owned shops.

### **Role of the Researcher**

The role of the researcher is to conduct applied research, select a research method appropriate to each research design, and collect data associated with the research studies

(Hamilton, 2016). My role as the researcher was to manage/gather, organize, and interpret the data collected from the participant through the structured open-minded interview. Hazel and Clark (2013) discussed the form the investigation will take and the tactics that will be deployed to secure the comfortable participation of the respondent.

The relationship that I had with the study includes more than 17 years in the retail grocery sector. My interest did not create any bias in the course of the proposed research because of my previous experience. I adhered to the Belmont Report protocol of ethical principles of embodying moral action, respecting participants, generating beneficence, and negotiating justice (Bromley, Mikesell, Khan, Jones, & Khodyakov, 2015). I did my interview to be devoid of bias by strictly adhering to the interview protocol, then collect, organize, and analyze the response to address the research study. The rationale to interview the participants properly is to have developed a literature review, update the review protocol, and conduct discussion with experts on the research questions (Hubner, Holzapfel, & Kuhn, 2016).

### **Participants**

Employee retention strategies are essential to all organizations for stability, growth, and revenue (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2105). A need exists to select managers who have experienced strategies for retaining employees in the retail grocery store. I gained access to the participants by first identifying the managers who would help in answering the survey interview. The ability to spend time at participant's environment contributes to observe their behavior and seek for the manager's commitment (Mauceri, 2016). I established a working relationship with the participants

through email and telephone contact or their agreed means of communication after they accept to participate in the research study.

I observed the participants immediately after I gained access to them after obtaining the informed consent. Obtaining informed consent once the study is approved to enhance a better result of the research study (Barringer, Hunter, Salina, & Jason, 2017). Gaining participants trust is essential, and the participants must share the same value and beliefs to generate and facilitates good rapport in the course of the research study (Martinus & Hedgcock, 2015).

### **Research Method and Design**

I used the qualitative method with a single case study design for this proposed study. Sarma (2015) described a qualitative method as dependable, in which measures overlapping regarding interviews and visits to collect data. The qualitative method is useful to develop a protocol data analysis method. The qualitative approach also explores documents, observes behaviors, and interview participants from the target population (Bazeley, 2016). When using a single case study design for proposed research, it helps to achieve a competitive advantage by verifying challenges that may be facing managers in retail grocery stores (Singh & Salwan, 2015). Choosing the appropriate research method and design helps in the course of the proposed research, to guide on the best strategies and activities that may be used to solve a problem (Venable, Pries-heje, & Baskerville, 2016).

## **Research Method**

I used the qualitative method for this study to uncover new emerging phenomena in researchers. The qualitative method aids, to explore new ways of working and how work practices are evolving in day to day organizational practices (Garcia & Gluesing, 2013). Managers of retail grocery stores in the south-central region of the United States given open-ended questions to explore the strategies they have successfully used to reduce high employee turnover. Yin (2014) stated that the qualitative method would be appropriate when asking open-ended questions through data gathering from the participants. I explored the qualitative way to gain access to the participants' personal lives, feelings, and experiences. The qualitative method approach will increase the ability to develop an empathetic understanding of the content of the research, analyze observed actions, motives, and situational content that's useful to the generality of the study (Packer & Northcott, 2016). The qualitative method approach will aid to improve the validity and credibility of the research to identify the problem areas and areas where guidance is needed (Husband, Jowett, Barton, & Coast, 2017).

The quantitative method is explored to quantify data, aids researchers to avoid subjective biases, and specific perception deficits (Macharzina, Wolf, & Oesterie, 1993). The quantitative method is used to predict the phenomenon under study with the aids of numerical indicators, cross-referenced approach, and rigidity (Marais, 2012). The quantitative method is explored to ensure the documentation of the process used, the research conducted, and who undertook the research (Practer, Kirytopoulos, & Ma, 2017). In the research, I used statistical data, which makes the quantitative method not



appropriate for my study. I used approaches such as stories, pictures, and communicative representations for this qualitative method, making it suitable for my research.

Mixed method is the combination of both qualitative and quantitative methods, which involves collecting, analyzing, and integrating qualitative and quantitative data (Guetterman, 2017). The mixed method approach is useful for drawing on the multiple and varied source of information such as observation, interview, and documentary evidence to develop an integrative account of research (Bazeley, 2016). The mixed method approach requires more work, costs, and timely (Molina-Azorin, 2016). The combined method was not appropriate for my research as I did not use both qualitative and quantitative methods.

### **Research Design**

I used the single case study design for this research to explore strategies retail grocery store managers used to reduce high employee turnover. Gaus (2017), the four main research designs are the case study, ethnographic, phenomenology, and narrative. The single case study fits into detailed analysis and description as to gain the understanding of how and why a problem occurs (Ridder, 2017). The research design used to serve as a foundation for my research and answer the central research question to build on and collect data to make an inference. I did not use ethnography, phenomenology, and narrative design for this research. The ethnographic design method is used to deal more with cultural codes and its influence on outcomes (Dey, 2002). The ethnographic design explores to enable researchers to be part of the participants in the setting to collect the data. The ethnographic design is useful in investigating what

consumers say and do, as well as revealing new dimensions of the research (Wasson, 2000).

The phenomenological design aids to describe the way a person or a group of people lives. The phenomenological method approach is explored to focus on people, the perception of the world or in their appearing on things and the way they might have lived their lives (Sloan & Bowe, 2014). The narrative design is the analysis of actions by the individual and collective set of participants in research (Abell, 2004). The ethnographic, phenomenological, and narrative designs were not suitable for my study, because I explored strategies grocery retail manager used to reduce high employee turnover in the south-central Kentucky.

In qualitative research, achieving data saturation is essential to aid the interview process to reach its pick. Data saturation ensues when no new information is uncovered or presented during the interview process (Boddy, 2016). Data saturation is essential in qualitative research as a justification of guided idea. In qualitative research, understanding human characteristic, knowledge, and social context is paramount as a way to strengthen the versatility of the study (Chowdhury, 2015). The qualitative research aids to improve the validity and credibility of the study by being useful to identify problem areas and the tendencies to offer the possibilities of not one solution (Sunkovic, Penz, & Ghauri, 2005).

### **Population and Sampling**

I chose participants for this research to gather knowledge of information that helped with the study. I used purposeful sampling that aligns with the research question

as a way to explore individuals who have utilized those strategies with positive results. Purposeful sampling enables critical actors in an organization who have studied strategies to solve problems and have achieved favorable results (Abrahams, 2017). I explored combination or mixed purposeful sampling as it aids to achieve the desired sample. Combination or mixed purposeful sampling helps in triangulation, allows for flexibility, and needs (Palinkas et al., 2015). The sample population were managers in three retail grocery stores of the same chain who have successfully explored strategies to reduce high employee turnover in their stores. The purposeful sampling method is used to identify critical participants that can give the adequate information needed during research (Suri, 2011).

Data saturation is the stage when additional evidence provides little information that can enhance the interview processes of the research. Data saturation implies that the qualitative samples must not be too large to avoid the redundancy of the data (Carmichael & Cunningham, 2017). Data saturation aids, to provide guidance before data collection when estimating the sample size (Boddy, 2016). An in-depth interview is useful in data collection of most business researches for accuracy and data reliability (Chikweche & Fletcher, 2012). To ensure data saturation, participants must respond adequately to the open-ended question through a semistructured interview technique. The semistructured interview enhances complete information obtainable, as well as aiding enough time for participants to return (Dasgupta, 2015).

### **Ethical Research**

Ethical research falls into three categories, which are moral absolutes, middle ground, and focus on research outcomes (Plankey-Videla, 2012). The middle ground category of ethical research deals with the ability to uphold relationships and values, which supports during and after the course of the study. The informed consent comprises of the professional codes of ethics and Institutional Review Board (IRB). The approval will include information for the participants to decide whether they want to participate in the research or withdraw. The participants will receive information on how to remove from the study if the need arises. These codes are about justice, autonomy, and beneficence (Plankey-Videla, 2012). Choosing researchers without informed consent tend to raise ethical issues (Flory, Mushlin, & Goodman, 2016).

Data collection started after getting my Institutional Review Board (IRB) approval (11-15-2018-0573477) from Walden University. The aspect of ethical research enables research protocols that protect participants, researchers, and the prospective organization with an informed consent that safeguards the rest of all parties involved in the research process (Greenwood, 2016). The informed consent is an appropriate requirement in research that aid enhances respect for participants, the selected organization, ensure the integrity of the study, and keep to the governed principles of the research process (Wallace & Sheldon, 2015).

I did not compensate participants to contribute to the progress of the research in any way. Yin (2014) stated that the researcher should not expose the participants. I will protect the identity and confidentiality of the participants using numerical numbers as

pseudonyms such as P1, P2, and P3. The information of the participants will be kept private in a secure locked area for five years after completing the research. I will keep the data of the participants and their organization closed to avoid being a target for subsequent analysis because of their involvement in my study.

### **Data Collection Instruments**

In the course of this research, I served as the primary data collection instrument in order to steer the study in the right direction. In qualitative research, the researcher serves as the primary data collection instrument and analysis (Nico, 2016). The qualitative research method was used to enhance the data collection instruments, produce the valid, and reliable interpretation of results that are objective to the study. I followed the interview protocol to collect my data (See Appendix A).

I used the semistructured interview as a way to collect my data from three retail grocery stores in the same chain. Yin (2014) stated that, in the case of study design, data collection process might include interviews, direct participant observation data from stored documents, and interviewees physical artifacts. The semistructured interview allowed me to collect in-depth information on the use of an open-ended question. The semistructured interview provides consistency in data collection in qualitative research.

I used electronic recordings to enhance the reliability and validity of the research with the aid of my semi-structured interview. Reliability in qualitative study refers to the consistency in the research findings while validity is the accuracy of the research findings (Gaus, 2017). The member checking technique was used by sharing the interpretation with the participants for validation. The qualitative data validation can be ensured

through an ethical approach to data collection and engage in member checking (Davis et al., 2017).

### **Data Collection Technique**

I determined the technique to use to collect my data from the participants. I chose the semistructured interview as a means to obtain in-depth data, as a way to identify the themes and gather adequate data from the participants using an open-ended question. I used a semistructured interview and recording from the participants as the technique for collecting my data. Yin (2014) stated that semistructured interview is a useful technique to collect data in a single case study design. The semistructured interview technique highlights the subjectivity of the experience of the participants (Bott & Tourish, 2016). The semistructured interview enables rich data collection from perceived observation based on the career successes of the participants (Islam, Khan, & Bukhari, 2016). The disadvantage of the semistructured interview is that, it makes the researcher to be bias and being subjective in the course of the study (Kodwani, 2017). The ability to include participant data and capturing marginalized voices in the research process will help to mitigate some of the bias in a semi-structured interview (Phillips, 2016).

The semistructured interview can be time-consuming in the area of interview and data gathering (Yin, 2014). The methodological triangulation approach is explored to highlight the reliability, credibility, transferability, and confirmability of quality research dimension (Abdalla, Oliveira, Azevedo, & Gonzalex, 2018). Triangulation in qualitative research aids to ensure a rigorous methodological standard of data collection methods: interviews and participant observation (Pompeii, 2015).

### **Data Organization Technique**

Data organization is an integral part of data collection (Yin, 2014). I organized the data using Microsoft Word, a recording device on my computer, and the interview question paper. The use of Internet technology in organizing data is advantageous in qualitative research (Maramwidze-Merrison, 2016). I labeled the responses of the participants using Microsoft Words, which enhances data analysis and accuracy. The research theme is used to categorize documents accordingly in data coding (Van & Struwig, 2017). In a qualitative research interview using pseudonyms to protect the identity of participants and organizations enhances confidentiality (Vermeulen, Niemann, & Kotze, 2016). I stored the recordings of the interview, the materials used in the interview, and all Microsoft Word documents data for five years. I saved the records of the research with dates, time of the meeting, and the pseudonyms of each participant in a coded form, as P1, P2, and P3.

### **Data Analysis**

Data analysis is the fourth paradigm of science as it is critical to business sustainability and research results analysis (Bag, 2016). The four main areas of data analytics are Information Technology (IT) skills, significant data infrastructure skills, considerable data management skills, and data research analytics (Yeo & Carter, 2017). I used methodological triangulation approach in my data collection process. I transcribed the information received from the semistructured interview and recorded participants subjective data. I used the NVivo software to aid in my data analysis during the study. I used the NVivo software to explore the context of concepts as well as the relationship

existing between concepts (Sinkovics, 2016). The NVivo software does not require a primary programming language (Chandra & Shang, 2017), which makes it easier to use in my research. I used the themes to aid in the significance of the study and the relevance of the motivational theory by Maslow. I was able to determine the strategies retail grocery managers explored to reduce high employee turnover in their stores.

### **Reliability and Validity**

The ability to gather data cautiously will ensure the reliability of research and its stability as a measure (Massaro, Dumay, & Guthrie, 2016). The validity of the study is the accuracy of the research findings (Gaus, 2017). Dependability refers to the quality of research, and the ability to remain consistent throughout various trial times (Gaus, 2017).

#### **Reliability**

Reliability is the basis for replicating research by removing bias from the study (Lovejoy, Watson, Lacy, & Riffe, 2016). I used a member checking to ensure the accuracy of my result interpretation. Dependability of research contemplates reliability, security, confidentiality, and integrity (Lira, Tavares, Fernandes, & Maciel, 2015). I established dependability by documenting the research processes: dates, times, places, and my contact with the participants on my laptop for future reference within the next five years. I interviewed managers in each store to enhance the reliability of the findings. Interviewing multiple participants from each store of the same chain improves reliability (Al-Shboul, 2017).



## **Validity**

The validity of research ensues through data saturation, transferability, dependability, confirmability, and credibility (Parker & Northcott, 2016). Member checking and accuracy in the recording of the participant's interview will enhance the reliability of the research (Nelson, 2016). I explored triangulation strategies to ensure the credibility of the study. Triangulation can be obtainable through data overlapping method, for example, semistructured interview and participants recordings (Ramezanzadeh, Adel, & Egtesadi, 2016).

Confirmability of research describes the objectivity of the participant's view and not the bias of the researchers (Gbadamosi, 2015). Transferability of the study is the ability of the research, and it results to hold at all times, as well as use for a likely situation (Van & Nienaber, 2015). The credibility of research is obtainable by providing an initial interpretation of interview to participants as feedback to enhance validity (Golgeci & Gilgor, 2017). Member checking of participants is necessary to improve the accuracy of the study before the final analysis of the interview and ensures data saturation (Cooper, 2016).

Triangulation methodology approach in research enhances finding and its credibility (Pompeli, 2015). Triangulation methods involve data validation into two known points such as member checking and reviewing the company's documents. Wu, Little, and Low (2016) stated that through semistructured interviews, participant observation, and archival analysis would be possible. Triangulation methodology aids in the consistency of participants in the research interview and corroborates evidence source

of data (Ballaro & Polk, 2017). I formed a trusting relationship with the participants to enhance the truth by explaining their responses or information will not be shared with any organization or other entity for research purposes and the essence of the research to the retail grocery stores.

### **Transition and Summary**

My purpose in this qualitative single case study was to explore successful strategies that some grocery store managers use to retain employees and reduce turnover intention. I used the semistructured interview to collect my data from three retail grocery stores in the same chain in the south-central region of the United States. I used the NVivo software to aid in analyzing the data collected from the participants that I will store on my laptop and do the final analysis. I then proceeded to Section 3. Section 3 includes how applicable is the findings to professional practice, the implication for social change, the recommendation of the study and room for further research, and conclusion of the study.

### Section 3: Application to Professional Practice and Implications for Change

In Section 3, I provide an overview of my purpose of the study, state the research question, and present my presentation of findings. I further included the applications of my study to professional practice, implications for social change, recommendations for action, further study, and reflections. I cap Section 3 with the conclusion and by stating the closing statement of the study.

### Introduction

My purpose in this single qualitative case proposed study was to explore the strategies that some retail grocery store managers use to retain employees. I conducted an individual face-to-face interview with three store managers of the same chain in different locations that have effectively explored strategies to reduce high employee turnover in their retail grocery store. I used other sources of data to obtain my reports such as company records, and observation of employee turnover. I analyzed my data using three themes, which are store managers understanding strategies to reduce high employee turnover, employees' commitment to the stores, and store managers reducing employee turnover intentions. Table 1

#### *Demographics of Participants*

	Hours of store operation/day	Years of experience	Store capacity in USD/year
Participant 1	17	31	2.5 m
Participant 2	15	15	1.3m
Participant 3	14	17	1 to 1.1m

### **Presentation of the Findings**

The research question of this single case study was as follows: What strategies do grocery store managers use to retain employees? In the course of answering the research question adequately, I used multiple sources such as open-ended interview questions, direct observation, and review of the company's documents to collect data that are beneficial to my research question. According to Pelser, Bosch, and Schurink (2016), using multiple data sources helped a researcher to obtain detailed information that is relevant to the study. It also aids to clarify the reasons for behavior and uncover the issues behind interviewee's opinions of feelings toward, and answers to the research questions. The data was analyzed to generate four themes that helped to identify how retail grocery store managers successfully implemented strategies to reduce high employee turnover.

The themes generated provided information on the strategies retail grocery store managers explored to reduce high employee turnover rate and increased productivity. The themes were (a) environmental strategies, (b) availability of employees, (c) source of hire, and (d) team building. These themes when adopted in retail grocery stores, can benefit managers, improve operational efficiencies, and reduce turnover rates.

#### **Theme 1 Environmental Strategies**

The first emergent theme was environmental strategies that enabled each store manager to acknowledge the location of the store being a college town and to recruit employees that can work to meet the store opening hours. The organizational leaders must be able to understand the environment where the stores are located and recruit to

accommodate operational efficiency of the organization. Theme 1 has two subthemes as harmonious working environmental strategies and employee engagement.

Giner, Santa-Maria, and Fuster (2017) suggested that the location of an organization, which is also termed as the geographical environment plays a significant role in the performances and decision making for its sustenance. Employee engagement emerged as one of the greatest challenges in today's workplace. The ability to have employees working helps to maintain the organization vitality, survival, profitability, and reduces turnover rate (Osborne & Hammoud, 2017).

Lu, Allan Cheng, Gursoy, and Neale (2016) asserted that organizational leaders should strive to improve employee work engagement through the plethora strategies of training, empowerment, and rewarding when hired. Doing these strategies would help to mitigate against the problem of the environment the store is located as employees will be able to build a career on the job, reducing employee turnover intentions. The location of organizations helps to make a susceptible difference in its performance (Ferreira, M, Fernandes, & Raposo, 2017). The organizational leaders must understand and have explicit knowledge of their business location to apply economic logic when recruiting in order to tackle environmental issues and reduce turnover intention. (See Table 2 in Appendix C).

**Subtheme 1: Harmonious working environmental strategies.** When organizational leaders consider environmental strategy they create a harmonious working environment to unite employees and work as a team. One of the participants indicated the need to have a harmonious working environment. When employees have a fun filled

working environment, where they can build a career, and have room for growth, they tend to stay on the job.

P1 indicated:

"In the interview response the need to have a harmonious working environment, making sure it's in an inviting professional and comfortable work environment, if someone is not happy with their job, if they are not happy at the area they are in or profession, they need to find something they can enjoy doing and you can help guide into that and opening source people who do want to be there. Secondly, make sure you are a person who is good to work with and work for and you can staff them over, and you need harmonious environment."

**Subtheme 11: Employee engagement strategies.** As stated in the literature review, employee engagement strategies enhance positive employee performance and create employees state of mind to produce dedication to their jobs and reduce employee's intention to leave the organization (Caesens, Stinglhamber, & Marmier, 2016). The interview responses demonstrated that participants used employee engagement strategy as an environmental strategy to increase employee staying on the job based on the location and reduce employee turnover. The employee engagement involved hiring a full time employee and working around their schedule. (See Table 3 in the Appendix D).

P1 indicated:

"That in his store turnover tends to be a seasonal phenomenon because of the city in which we are located which we term as a college town, so the main changes is to the beginning of the fall semester and to the beginning of the spring semester when college

kids arrive and when they go home and ugh that's when I turned to most of my part-time people. I do have a core of full time people that are year round very, very steady and have a very low turnover rate."

P2 indicated that, "Well in this location, it seems a little bit higher because there is a lot of college students, so they leave school and go back to whatever area, whether is back home, moving into different positions with their degrees."

P2 also stated that, "Like I previously said, you just have to try to retain employees that are locally if they are students and they can still works you know if there is a break from school or whatever the case may be."

P3 indicated:

Well, I had only been here since August so, I am a new store manager, but we have had turnover and it happens in a retail environment, especially it seems like I have got some retail background, it's funny, I has gotten one employee that I have to let go today and another one just turned in two weeks' notice today, so do have some turnover going on right now as we speak to be honest with you. I will say every few months we are looking to replace at least one person.

P3 also stated:

"You need to make sure that they understand your mission, what is it that you expect from them, so you are not coming out of the blue with things that they are not expecting and thus he makes them search for jobs elsewhere. Basically, just be upfront with the employees, having a good work environment, make sure everyone is trained, when

employees are not trained, you know they lose interest quickly, they want to do well, they want to know how to do their jobs, so make sure they get the proper training."

In the research finding by Buzeti, Klun, and Stare (2016), the result indicated the need to hire full time employees to supply the required labor capacity for the operation of the organization. In another research conducted by Porter, Kelly, and Field (2016), hiring full-time employee aid employee to ascend leadership roles and grow within the organization, thereby reducing turnover intention. Wadsworth and Facer (2016) stated the need of organizational leaders to work around employee schedules aid employee work-life and work-family balance, enhance performance and productivity, work environment, and reduce employee turnover intentions. The need to hire full time employees improve many factors such as the sense of commitment toward the organization and understanding organizational culture that aid development of the relationship between supervisors and coworkers resulting in the reduction of employee turnover rate (Kassing, Fanelli, & Chakravarthy, 2018).

## **Theme 2 Availability of Employees**

The strategy of availability of employees to work and make a balance between their work and life engagements was the second emergent theme. The availability of employee to their job brings about engagement and been involved with the general operation of the store. The physical, psychological, and cognitive availability of employee creates emotional engagement, which improves performance and reduce turnover intentions (Seymour & Geldenhuys, 2018).



Teoh, Coyne, Devonish, Leather, and Zarola (2016) stated that managers must create social-supportive attitudes to improve employees working environment to enhance their availability to work. When employees feel the support from managers, it could trigger and signal their availability to work any shift as they feel satisfied with the job and reduce turnover intention. The subthemes that emerged are people to hire and scheduling of employees. The organizational leaders must focus on planning, monitoring, managing budget, hiring, scheduling, and consider stakeholder in most of the operational processes (Karambelkar & Bhattacharya, 2017). The organizational leaders must watch who to hire in order to plan scheduling to improve work performance. Employee engagement and commitment can be predicted at the point of hire to enhance scheduling and accommodate store opening hours, as well as operations.

**Subtheme 1: People to hire.** The employee to hire must be scrutinized to determine their fit for the job. The human resource management or hiring manager must look at recruiting and onboarding process to go beyond technical skills, as well as look for skills that would bring about success to the organization. According to the Harvard Business Review, more than 80% of employee turnover rate were as a result of bad hiring decisions and processes (Nathan, Prajogo, & Cooper, 2017).

P1 said:

I think the best effective strategy for employee turnover, is to hire the right people for the job. Continually, I interview prospective employees, though I may not have the actual need of replacing someone. But I easily source out people who would fit into my team and who can work well with the staff that I have in place already, and that prevents me

from doing what I call a desperation hire which means I am just grabbing the first person off the street, because of their availability.

P3 narrated:

Well, you just got to be upfront with the employees that you hire, you need to make sure that you know what their availabilities were going to be and stick to it. You need to make sure that they understand your mission, what is it that you expect from them, so you are not coming out of the blue with things that they are not planning and thus make them search for jobs elsewhere. Just be upfront with the employees, having a good work environment, make sure everyone has the knowledge base to do their job.

**Subtheme 11: Scheduling of employees.** The organizational leaders must understand the scheduling of employee at the point of hire to allow room for work-life balances to embrace role expectations, work hours, and corporate culture (Mazerolle & Eason, 2018). Nathan, Prajogo, and Cooper (2017) stated the need for managers to be particular about the importance of work schedule, flexibility, and establishes boundaries for employees at the point of hire to achieve work task completion.

P2 explained:

"The need to look at availability to determine prospective employees schedule: Well, you try to look for employees that has high availability, they are not stuck with strict schedules and preferably that they are local so when they are out of school they will still be able to work in the store. The barrier like I said is the availability, because most of the people that apply are the college students. Ugh other than looking for availability, it will

be nice to have people that wanted full time and that are totally available for whatever shift."

P3 responded:

The most significant barrier is availability issues since we are dealing with a lot of students, sometimes, it's hard to get people that can work during the day, during holidays as well. I have got one employee that needs to vacate the dorm, and he is leaving for seven weeks. He lives in the dorm; the dorm is going to close, that's where he lives and will go home to where he is from, so I will lose him for seven weeks. That's a definite barrier in retailers including grocery, which is a whole scheduling thing, that's huge. We are a college town, so lots of my applicant are college students, so I have to cater to their class schedules you know when they take their exams and when the school close they have to go home for the holidays. Ah, well, even hiring students, trying to get students that have different availability, different class schedules, and don't have a bunch of people that need off on the same day. I interview lots of students, I try to look for people that can work in any shift, maybe morning or night, perhaps out of school or one that lives here in this location, you know so that I can balance kind of student that I am going to lose.

The study result findings showed that employees' availability determines their scheduling, which is the critical importance to store operation, performance, and productivity. Carvajal, Popovici, and Hardigan (2018) stated the seven indices: availability, scheduling flexibility, adequacy of salary and benefits, the amount of workload, stress, job importance, and relations with coworkers are the critical facets of a

job. The retail grocery store leaders must understand these when recruiting and hiring to minimize the tendency of an employee quitting their jobs unexpectedly, to reduce turnover rate. The availability of employee aid to maintain effective workplace functioning (McCluney, Bryant, King, & Ali, 2017), which was shown in the findings of this research as an aid to keep the operation of the store effective and efficient.

### **Theme 3 Source to Hire**

The more capable employee an organization hires to improve operation, the more competitiveness, its ability to implement innovations, and reduce turnover rate (Ivanova, 2017). Stewart and Hoell (2016) stated that the extensive knowledge base is important for hiring employees for organizational economic growth. The way organizational leaders hire an employee and the source of hire determine how well they may or may not stay on the job. The study results presented ways store managers can source to hire and improve employees staying on the job to reduce turnover experience. The participants outlined how they handle sourcing of employees.

P1 explained:

Hmm, there is a cold pack mass approach where you can locate your staff and figure your turnover in a year. This person is no longer with us, I have to replace them, so obviously that's when we look at, but that's not always tell the entire story, ugh since we work for change, what if this person no longer works for me at this location, but was able to get them promoted to another position at another location and they are growing and the company is benefitting from their growth. So what I like to look at is how many people do I have to hire for an entry level position that left in an entry level position. When I hire

them I explain to them that when I am hiring you this is your current position, let's call it cashier and this is not where I want you to be at the end of this process, but your entire career may not entail you working here a long time, while you are here, let's make sure you want to be here a while, so that I am not repeating this process for someone else shortly, I want to develop you to do something else, so it's kept quite a challenge the opportunity for growth. So, how many people at the end of their employment are they still in that same position with that company as opposed to being in a new department as a pharmacy technician, departmental manager and the ones that leaves in the same position are the ones that were empty hires and that's how I determine that person's employment is a success or failure.

P3 indicated:

The only thing I could say really is like when I have a good employee, I will ask if he knows anybody else, whether a family member or friend that they think can actually help us here and join the company, because you do interview with applicants, but in 30 minutes I can't tell whether the employees are good or not. You go based off of 30 minutes interview, so I like networking, knowing somebody that have first-hand experience with applicants and those are the people I would interview first and help to bring on board. The company uses other sources such as indeed and other hiring company's, but the sudden need for employees to work and many no call no show makes those secondary hiring agents slow to meet the immediacy to replace employees that can cover shift.

Liu, Keeling, and Papamichaili (2016) stated that a formal company controlled recruitment sources such as advertisement and company's website application are not as effective as using informal sources of employee referral of family and friends. Davis (2017) in a research added that seeking out to hire people with different experiences and working backgrounds will help to employ those that are willing to stay and commit to the organization. Sourcing for employee the right way will help to increase the workforce performance and reduce turnover rate (Tam & Le, 2018).

#### **Theme 4 Team Building**

The fourth emergent theme was team building to improve employee engagement, job satisfaction, and reduce turnover intention. The team building is an aspect that includes the cohesion of employees, team size, leadership, and team member interaction (Nuhn & Wald, 2016). The familiarity of team members in a group helps to be more productive and enhances the quality of work performed (Wang, Meng-Yu, & Wang, 2018). The subtheme generated was a team effort. The team effort collaborates support for the organization and enhances competitive advantage.

P1 explained:

Ah, the barriers that I found were not that difficult. Whenever I takes over a new store and people are accustomed to doing things in a certain way and they are used to certain boss and they have to learn me generally if I show up and I am taking over store, it's not because the other person performing less successful they were found lacking in some manner, and there is something that I need to help the current crew get over and develop. Generally, I find out it's hard to change the mindset that is already there with current

employee, it's not impossible, but you need to have people that will buy into team efforts so, when I show up at a store on my first day, I know that I will probably lose 25 percent of my staffs really quickly and so maybe just a change in management skills that I never liked in that person or that person and that person, it's never a situation like that, are they going to respond and do what you need them to do on the job, so the most significant barrier I have usually are current staff. Well, I am team building, aa, I am not a big fan of mass meetings they are going to show up after hours and get paid while I deliver a message, there is a time in place for those. I like to deal with each employee, one on one to tell them why we do things in a certain way and why it is essential to do so. Whenever I want to address how to change a store operation or management, or I am trying to develop staff or trying to help someone grow, I make the meeting one on one. So I am huge on what I will like to call a hurdle instead of just having everyone in the location shown up meeting in that way you can address one on one issue that is applicable.

Johnson, Martineau, Saoure, Turgut, and Poisson-De-Haro (2018) concurred with the study findings. Johnson et al. results indicated that team building and team effort have a positive impact on employee performance, breeds cohesion amongst employees, fosters job satisfaction, and reduces turnover intention. Prayukvong and Hoopes (2018) study revealed that team membership building and team effort improves productivity, employee engagement, job satisfaction, and above all, aids to reduce employee turnover rate and intention.

Soo, Chae, Macko, Park, and Beyerlein (2017) research revealed that team building brings about creativity, enhance the generation of new ideas, which influences

team performance positively, increases productivity, and reduces employees turnover intention. Employees emotional attachment also improves team building and performance. You and Robert (2018) research experiment of a team working with robots revealed that there were increased team performance, viability, and emotional attachment of employees to their job. Team building and team effort are also a factor that enhances employee job satisfaction and reduces their turnover intention.

### **Applications to Professional Practice**

The application of this study to professional practice includes providing retail grocery store managers with strategies to reduce high employee turnover intentions. There is the need to understand those factors that contribute to high employee turnover in a retail grocery store and ways to reduce its impact on employee and increase effective operation and organizational productivity. An increase in employee turnover affects retail grocery manager's at delivering quality customer service, reducing inventory shrinkage, and improving profitability (Mekraz & Raghava, 2016). Developing effective leadership skills is apparent for all managers to enhance the dynamic business environment that influences employees emotions, job satisfaction, and reduces turnover intention (Cho et al., 2017).

Organizational leadership commitment to employees through adequate training to acquire new skills that are necessary for their job performance can help to reduce employee turnover intention (Ismail, 2016). According to Mumtaz, Salleh, and Mohamed (2016), employee turnover can negatively affect an organization's competitive advantage, reduce productivity, and debar organizations from achieving its strategic objectives. The



employee on the job training can enhance job satisfaction, increase employee engagement, and decrease their turnover intentions (Jamal, Naji, & Leclerc, 2017). When organizational leader train employees, it makes them more valuable, develop employees intellectual capital, which is a valuable asset, and tend to reduce employee turnover intentions (Kodwani, 2017). When organization Leaders train employees, their learning transfer into practices that ultimately aids productivity and organizational performance.

The retail grocery store managers provided strategies that are inexpensive to facilitate employees' interest, increase productivity, reduce employee turnover intentions, aids and promotes organizational goals, which in the long run may help to improve employment in the community and business for locally-owned shops. Higher employee turnover in retail grocery stores creates challenges that distort communication, teamwork, information sharing, which is vital for employees to improve interpersonal relationship at work and reduce turnover intentions (Idowu & Abe, 2018). Kantanen, Julkunen, Hiltunene, and Nickel (2017) stated that satisfaction of employees enhance happiness and productiveness, which is one of the reasons I implore retail grocery managers to explore and implement strategies that will reduce high employee turnover.

### **Implications for Social Change**

In the course of positive social change, the primary objective was to provide store managers' strategies to relate to and reduce high employee turnover in retail grocery stores. The main implication of positive social change to the managers of the retail grocery store at reducing employee turnover is to increase customer satisfaction through employees' behavior at increasing performance and productivity (De Waal & Van, 2016).

Reducing employee turnover in the supply of individual labor capacity helps satisfaction of working conditions, employee interaction amongst coworkers and managers, and increase trust in the organization (Buzeti, Klun, & Stare, 2016).

This research is essential as the participants are the main instrument that explored successful strategies to reduce high employee turnover in a retail grocery store. The findings of this study were conducted using a single case study research design to ask questions with minimal control of participants and no influence over their responses. The results of this study are not generalized to all settings, but some of the findings may apply to other organizations. The research study applies to real life situations with the use of a single case study method, which is an appropriate method for this kind of study (Yin, 2014/2017).

According to N Ugoani (2016), organizational leaders can minimize the intention of employees to quit their jobs by implementing strategies that could affect positive social change such as (a) having personal relations with employees; (b) creating an environment for employees to ascend emotional stability; (c) offering competitive remuneration; (d) promoting job satisfaction of employees, by building a formidable workforce; and (e) promoting employees performance and organizational profitability. The strategies explored by the retail grocery managers may help to reduce employee turnover and its intention by increasing job satisfaction, ensuring employees' trust, organizational commitment to employees, and organizational involvement within and beyond the local community. The retail grocery managers are the one that can increase

employees' attitudes and behavior, as well as their trust since they are very close in contact and relates more often to the grassroots (Ismail, 2016).

The successes of the retail grocery store, employees, customers, and the community as a whole enhances the standard of living of the people and increased employment opportunities. Organizational commitment to employees is a significant contributor to employee turnover over intention (Fazio, Gong, Sims, & Yurova, 2017). When corporate leaders treat employees fairly, it promotes psychological rewards, enhances the long term relationship of employees and the organization, and breeds trust (Lin & Liu, 2017). The ability of employees to have a secure attachment to the organization reduces emotional stress on the job, increases performance and productivity, which enhances local community development (Cho & Song, 2017)

In this study, I explained various causes of employee turnover in the retail grocery store and strategies to reduce high employee turnover. The approaches explored by managers in the retail grocery store help to mitigate the problem of high employee turnover, increases employees' morale, enhances job satisfaction, and employees psychological empowerment (Islam, Khan, & Bukhari, 2016). Reducing the problem of high employee turnover, improves organizational citizenship behavior, employee job embeddedness, organizational performance, organizational effectiveness, and corporate sustainability, which strengthens the economy of the country as a whole (Mumtaz, Salleh, Mohamed Noor, 2016). The implications for social change include exploring effective strategies that might reduce high employee turnover to enhance employee performance, organizational sustainability, and the community of location, as well as the economy.

### **Recommendations for Action**

Organizational commitment, perceived organizational support, job satisfaction, sense of coherence, and training development is a predictor of employee's turnover intention in organizations (Dhanpat, Madou, Lugisani, MaboJane, & Phiri, 2018).

Organizational leaders are admonished to pay attention to the results from this study to explore strategies such as creating a safe working environment, offering competitive pay, allowing employee freedom to make effective on the job decisions, advancing career development, and offering regular performance appraisals will aid to reduce employee turnover intentions.

1. *Safe working environment* - This recommendation for action means that employees must work in a safe place and healthy condition. Working in a safe environment makes employee value their job and makes organizational leaders appreciate their contribution to the growth of the company.

2. *Offering competitive pay* - This recommendation for action means that employees are duly compensated for their skills, efforts, and valued by the organization. Organizational leaders assessing employee indicate a predictor of employees loyalty and commitment.

3. *Allowing employee freedom to make effective on the job decisions* - This recommendation for action means that employees are allowed to make effective on the job decisions and be part of the decision making in the organization.

4. *Advancing career development* - This recommendation for action means that employees are allowed to develop personally, professionally, and can grow in the organization. A workplace in which organizational leaders enable employees to build and move up the ladder enhances productivity and gives the employee the required skills to stay and reduce turnover.

5. *Offering regular performance appraisal* - This recommendation for action means that employees prepare for the team's goals by letting them know where they stand at fulfilling organizational objectives. When employees are given regular performance approval, it gives room for growth and employees ability to learn new things to enable them do their work efficiently.

When organizational leaders provide employees with the underlying psychological need of satisfaction, they show commitment towards the organization and reduction in turnover intention (Rathis & Lee, 2017). Organizational leaders should consider employees as the most valuable assets and (a) develop organizational citizenship behavior by enhancing employees to produce extra role behavioral pattern, which is an indicator of positive outcome and performance; (b) Recognizes and reward employees, which is a motivational tool that contributes to job satisfaction; (c) adopt the attitude of quality supervision to improve skill gaps, which influences employee to be committed to the organization; (d) retrain managers and supervisor to give employees adequate training that would aid performance, improve goals, and reduces employees turnover intention; (e) offers competitive pay to reduce employee's turnover rate; (f) organizational leaders

must foster relationship with employee's to enhance trust; and (g) corporate leaders must have one on one meeting with employees to know their concerns.

In the course of exploring strategies to reduce high employee turnover, the leadership role is important to foster effective business strategy and strategic human resources management. The organizational leaders should have goals they need to adapt to help at hiring and retaining employees. Some of the targets are recruiting and hiring, preparing, stimulating, keeping employees to reduce turnover intentions, and ultimately, effective organizational strategy to achieve success. (See Figure 1 in the Appendix).

Organizational leaders need to understand the factors that contribute to employee job satisfaction of which are, employee development, employee rewards, employee work-life balance, and perceived organizational culture to reduce employee turnover intention (N Ugoani, 2016). Organizational leaders should also continually improve work-related skills to overcome the job fatigues as a strategy to boost employee's morale and reduce their intention to quit the organization. Organizational leaders should adopt the approach of conducting exit interviews for employees as a means of understanding ways to reduce employee's turnover intention. In retail, organizational leaders must implement effective and efficient strategies that might help to retain employees longer and to build a career in the organization. I strongly recommend that organizational leaders review the findings of this study to aid at implementing strategies in the retail grocery stores.

### **Recommendations for Further Research**

My purpose in this qualitative single case study was to explore strategies managers in the retail grocery store in the south-central region of the United States use to

reduce high employee turnover. The findings of this research may expand the knowledge base of existing research in high employee turnover and sheds light on the reasons why employee turnover persists in the retail grocery store. The research scope was limited to the retail grocery store, further research should explore various strategies to reduce high employee turnover in the other type, of business organizations and human resource management personnel must explore practical strategies that would address employee's concern, as well as fits organizational goals and missions.

Recommendations for further studies include the limitations of this study and also others. Future studies should involve addressing a larger sample size and extending the scope of the survey beyond retail to all other business organizations. One limitation of this study was having three participants in three different stores of the same chain located in the south-central region of the United States and not having to explore other locations across the States. Further studies in the future should increase the scope and engage organizational leaders from other businesses in covering a larger geographical location. The future researcher should consider multiple problem areas such as decreased employee performance, which would breed reduced profitability, and high employee turnover using quantitative or mixed methods research methodologies to understand the reason of high employee turnover in the retail grocery store.

Variables such as communication, leadership style, job satisfaction, employee commitment, training and development, recognition and reward, and compensation should be considered to examine the relationship between employee turnover. Other variables include organizational culture, performance management, and job

embeddedness. Future researchers should conduct further studies in these areas to provide organizational leaders with insights that might help to reduce high employee turnover.

### **Reflections**

The doctoral journey was an intensive process, and the Doctor of Business Administration (DBA) was an extremely time consuming, painstaking, and overwhelming learning curve, but significantly a rewarding achievement at Walden University. In the course of learning, I was able to acquire knowledge through the best brains that have in one way be my lifetime friends, with whom I have shared lots of ideas and experiences. I was able to take the blow of constructive criticism from my classmate and the entire faculty members. The DBA process of this qualitative single case study was to explore strategies managers in retail grocery use to reduce high employee turnover. The study participants were three managers who have successfully used strategies to reduce high employee turnover in their store.

Interviewing the participants was an excellent experience. The participants were so cooperative at participating in the study, they answered the interview questions with open minds, all honesty, and saw their interest in reducing the problem of high employee turnover strategies. The participants were mainly concerned with the employee availability and scheduling, the store location being a college town, employee management relationships, communication, work ethics, and training and development. Improvement in these concerns may further help to reduce high employee turnover in the retail grocery store.



## **Conclusion**

The ability of organizational leaders to manage and reduce employee turnover is an essential factor to hold onto loyal and efficient employees, as well as increase performance, productivity, profitability, and continuity of the organization (Buzeti, Klun, & Stare, 2016). The cost of losing employees, replacing, and the time of building a new relationship between employees impacts organizational efficiency and competitive edge (Harrauer & Schnedlitz, 2016). Employee's job satisfaction is an essential factor in reducing their intention to quit an organization (Lee & Ha-Brookshire, 2017). The cumulative effect of various factors that cause an employee not to be satisfied with the job are job stress, burnout, lack of training and growth opportunity, regular performance appraisal, to mention a few leads to employee turnover (Zulu et al., 2017). My purpose in this qualitative single case study was to explore strategies to reduce high employee turnover in the retail grocery store. The target population consisted of managers in the retail grocery store in the South-central region of the United States who has successfully used strategies to reduce high employee turnover. The objective of managers was to increase performance, increase profitability, and strengthens the workforce by reducing the turnover rate. However, without the availability of employees, understanding the store location, conducive working environment, and adequate scheduling, retail grocery stores may encounter difficulty in reducing employee turnover intention and rate.

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## Appendix A: Interview Protocol and Questions

- I. Formal introduction
- II. Present and explain consent form and address questions or concerns with the participants.
- III. A copy of the consent form will be given to the participants.
- IV. Explain to the participant that the interview is being recorded and turn on the recording device.
- V. Use codes to introduce the participant.
- VI. Start with question one and finalize with question six.
- VII. Conclude with additional questions if needed.
- VIII. End of the interview process: explain the process of member checking to verify the information recorded.
- IX. Thank the participant for their time and agreeing to participate. Restate the contact information for additional questions or concerns.
- X. End of the interview protocol.

### Interview Questions

- 1 . What is your experience with employee turnover in your store?
- 2 . What strategies did you use to decrease employee turnover?
- 3 . What barriers did you encounter when implementing your strategies to the grocery store?
- 4 . How did you address the barriers to implementing your strategies to the grocery store?



- 5 . How do you assess the effectiveness of the strategies to reduce employee turnover rates?
- 6 . What other information about reducing employee turnover rates would you like to share at this time?

### Appendix B: Participant Observation Protocol

Study Participant Observation #: \_\_\_\_\_ Date of Observation: \_\_\_\_\_ Start Time: \_\_\_\_\_ End Time: \_\_\_\_\_

Before starting the observation, I will provide the participants with an introduction to the observation process. Observation script: Thank you for agreeing to participate in the observation process of this study. The observation process will include observing your daily operational activities. The observation process should take no more than 30 minutes. I would also like to ask your permission to take notes during the observation process. The notes will be kept confidential.

Observation Process	Notes
Location of the observation	
Observation activities	
Description of how the observation begins	
Description of event occurred during the observation process	
Description of documents and decisions communicated during the observation	
Provide a description of nonverbal communication	
Outline the researcher role during the observation process	
Description of how the observation ends	

## Appendix C: Environmental Strategies

Table 2

*Environmental Strategies*

Subtheme	No. of participants that used strategies	% of participants that used strategies
Harmonious working environment	3	33.3
Employee engagement	3	100

## Appendix D: Employee Engagement

Table 3

*Employee Engagement*

	Hiring full time employee (subtheme) %	Working around employee schedule (subtheme) %
Participant 1	100	100
Participant 2	100	100
Participant 3	100	100

## Appendix E: Strategic Human Resources Management



Figure 1. Strategic human resource management